

# **USAID/MEXICO**

## **RESULTS REVIEW AND RESOURCE REQUEST (R4)**

**April 2001**

**Please Note:**

The attached FY 2003 Results Review and Resource Request ("R4") was assembled and analyzed by the country or USAID operating unit identified on this cover page.

The R4 is a "pre-decisional" USAID document and does not reflect results stemming from formal USAID review(s) of this document.

Related document information can be obtained from:

USAID Development Experience Clearinghouse  
1611 N. Kent Street, Suite 200  
Arlington, VA 22209-2111  
Telephone: 703/351-4006 Ext. 106  
Fax: 703/351-4039  
Email: [docorder@dec.die.org](mailto:docorder@dec.die.org)  
Internet: <http://www.dec.org>

*Released on or after Oct. 1, 2003*

## Table of Contents

<b>Please Note</b> .....	<b>1</b>
<b>Cover Memo</b> .....	<b>3</b>
<b>Glossary</b> .....	<b>6</b>
 <b>R4 Part I: Overview/Factors Affecting Program Performance</b> .....	 <b>8</b>
 <b>R4 Part II: Results Review by SO</b> .....	 <b>11</b>
SO1: Critical Ecosystems and Biological Resources Conserved (523-006) .....	12
SO2: Carbon Dioxide Emissions and Pollution Reduced (523-007) .....	21
SO3: More Democratic Processes Adopted in Key Government Institutions (523-003) .....	31
SO4: Enhance Quality and Sustainability of HIV/AIDS/STI Services in Target States (523-002) .....	38
SO5: A Sustainable and Effective Institutional Capacity Developed to Diagnose, Control, and Monitor Tuberculosis in Target Areas (523-008) .....	47
SpO: Strengthen Institutional Base for Sustainable Growth by Supporting Mexican Initiatives (523-009) .....	55
U.S.-Mexico: Third Country Training and Technical Cooperation .....	63
 <b>R4 Part III: Resource Request</b> .....	 <b>66</b>
 <b>Program, Operating, and Workforce Expenses Tables</b> .....	 <b>69</b>
 <b>Supplemental Information Annexes</b> .....	 <b>107</b>
Environmental Impact .....	108
Updated Results Framework .....	109
Institutional and Organizational Development.....	113
Global Climate Change .....	118
Success Stories .....	147
Supplemental Annexes .....	150

## COVER MEMORANDUM

Among USAID/Mexico's FY 2000-2001 achievements include: signing a \$16 million Tuberculosis SOAG with Mexico's Health Secretariat, as mandated by the U.S. Congress; adoption of USAID-funded energy technologies by Mexico's private and public sectors, and other donors; implementation of an innovative election support activity praised by the Embassy; design of an anti-corruption program, in response to a Washington directive; launching a successful South-South initiative (also in response to a Washington directive) that lays a foundation for the proposed new Plan Puebla-Panama; gaining access to Mexican Government microenterprise policy-making; leveraging Japanese donor resources; and strengthening program and administrative management.

The Mission has managed its programs very effectively, despite limited financial and staff resources. A Mission Assessment Team from Washington, as well as other USAID visitors, congratulated USAID/Mexico on its impressive achievements, excellent management, and talented, motivated staff. Given the priorities expressed by the U.S. and Mexican Presidents, Mexico clearly will continue to be at the center of political attention. It is imperative that adequate attention and sufficient resources be provided by Washington, to insure that the program can meet these rapidly mounting expectations.

The Team recognized that Mission staffing for management oversight and support has lagged behind its program growth. In addition to recommending a new Democracy position, the Team recommended two new FSN hires (a Communications & Records clerk and a Financial Analyst) to bring administrative support up to par. Additional FY 2001 OE funds were initially provided for one of these FSN hires. But the 3.5% Bureau OE reduction obliged the Mission to opt for increasing El Salvador support travel, rather than new hires. Unless the Mission receives a sufficient, permanent OE increase, neither of the two FSN positions can be recruited. Given USAID/Mexico's management vulnerability, the additional OE funds would ideally be provided in FY 2001, but certainly not later than the start of FY 2002.

The Biodiversity SO requires more money over a broader range of activities and implementing agents than the Energy SO and GCC, both of which have full-time managers. In the absence of an Environment Team Leader (for the Mission ENV portfolio), the Biodiversity SO has been managed half-time by the Mission Director and the Environment Program Specialist (who is supposed to be dedicated to administrative matters). The SO also receives full-time technical advice from the AAAS Fellow whose two-year assignment ends this year. The Mission expects to fill the ENV Team Leader position shortly. But at least 2 person-years are required to manage the Biodiversity SO. The new Team Leader cannot absorb this responsibility without neglecting his broader duties. Biodiversity SO management vulnerability equals or exceeds administrative vulnerability. If Washington determines that the FSN ceiling must be limited, the Mission will hire a FSN PSC Biodiversity program manager, rather than the C&R clerk.

The Mission is moving rapidly into policy areas that could not be foreseen when the Microenterprise Special Objective was approved. To meet these requirements, an estimated additional \$1.0 million DA will be needed. The Mission has applied for a \$300,000 Global Bureau PRIME Grant in FY 2001. If PRIME funds are approved, total additional FY 2002 LAC

funding needed will be \$700,000. If a formal review is required for these funds, the Mission requests immediate Washington review and approval.

The unexpected simultaneous departure of both senior USDH managers will cause some slow-down in the Mission's programs and operations, until incoming leadership becomes familiar with the portfolio. Assuming considerable pressure to keep the Mexico program moving at top speed, and to respond to new political imperatives from the White House, Congress, and the Government of Mexico, LAC/W support to new management will be critical. The Assessment Team's recommendation to move the Mexico Desk to LAC/CEN makes good sense in light of growing pressure for new Mexico-regional initiatives. However, this move should be planned with the Mission. LAC/CEN should work with the Mission in selecting the new Desk Officer. USAID/Mexico also recommends that the Desk Officer be devoted exclusively to Mexico.

The Mission's OE was straight-lined for FY 2001. Washington provided a net additional \$25,000 OE (after the Bureau OE cut), which will go towards increased USAID/El Salvador support travel. Another \$100,000 was promised to cover the unexpected cost of transferring 4 USDH employees and their dependents. However, continued straight-lining, with one-time OE increases simply is not responsive to Mexico's needs. Despite over 50% reductions (for the FY 1999 closure of the Family Planning program, and decreased energy funding for FYs 2000 and 2001), the Mission's DA and ESF levels will be up by 183% in FY 2002 (bolstered by a \$16 million TB program, plus increased HIV/AIDS and Microenterprise funding). These actions were all in response to Washington directives.

USAID/Mexico must be able to respond to the signals of additional upcoming changes. Among the new needs the Mission projects include: hiring a full-time program manager for the South-South programs that have become too much for the Mission Director to handle as a "side duty"; hiring two new PSCs for the greatly expanded Democracy program; boosting the Mission's computer systems and paying additional ICASS costs for the STATE-Embassy common inter-agency IT platform pilot; possible need to hire an in-house Microenterprise program manager; and sending a new Ambassador, Director, and Deputy out to see the USAID/Mexico field programs first-hand. All of these will require increased Mission administrative support, and probably increased USAID/El Salvador and USAID/Washington TDYs. As Mexico is an enormous country, the Mission also needs funds for substantially greater in-country travel for the Mission's OE-funded staff.

USAID/Mexico has gone as far as it can in managing creatively with insufficient funds, including shifting two OE staff to program funding. If the Mission is expected to continue to absorb new or bigger programs without increasing management vulnerability, it is critical that OE be increased permanently, commensurate with the anticipated new program demands. The Mission proposes to work with former EXO, Popovich, to estimate actual OE needs, in time for Washington's FY 2002 OE budget decisions. If little or no increase in OE is possible, Washington and the Mission must reach an agreement on what initiatives can be supported, and which will have to be dropped.

Table 1: Changes in indicators reported in the R4

SO	R4 Change
General	<b>Changes to next year's R4:</b> USAID/Mexico intends to follow-up on some WID recommendations for the Mission's indicators, as put forth in a March 2001 assessment report (based on a WID representative's visit to the Mission). USAID/Mexico will review these suggestions and work to develop a more cohesive set of gender indicators.
523-006 Biodiversity	<b>Changes to next year's R4:</b> Working closely with its partners, SO1 has been reviewing its indicators to develop more effective means of understanding and measuring the progress of its programs. A series of new indicators will be proposed in next year's R4. Indicator 3 (Percent of proposal policy agenda completed) will be better defined to more accurately capture the Mission's involvement in policy. The definition of "sustainable activities" in Indicator 5 (Number of men and women in target areas practicing sustainable activities promoted by USAID) is being clarified with partners. Under Indicator 8 (Number of target Mexican NGOs demonstrating improved ability to manage environmental projects effectively), a scorecard developed last year was vetted with some partners and feedback is being used to improve this tool. Indicator 9 (Number of individuals participating in training and technical exchange programs) will track two levels of capacity building (short-term general workshops and long-term courses to address specific skills) to better define and track impact. Indicator 10 (Total dollar level and other donor capitalization of the fund) will be adapted to report all small grants awarded under the SO's various capacity building activities.
523-007 Energy	<b>Changes to next year's R4:</b> After a full evaluation of the SO and completion of discussions with partners, the Energy SO will develop a revised Results Framework. Any proposed indicator changes will be announced in next year's R4.
523-004 Democracy	<b>Changes to next year's R4:</b> As part of the revision of its Results Framework to accommodate changes in activities, the program will review and update its Performance Monitoring Plan. A new set of indicators will be proposed in next year's R4.
523-002 HIV/AIDS /STIs	<b>Changes to next year's R4:</b> The SO is considering modifying some of its indicators, but no changes in those reported in the R4 are planned at this time.
523-008 Tuberculosis	<b>Indicator no longer reported:</b> Based on discussions with the Health Secretariat, the following indicator has been dropped: "Proportion of medical facilities where tuberculosis services are provided which have 100% of their TB cases in directly observed therapy, short-course (DOTS)." This indicator was dropped because it is not a precise measure of expansion of DOTS. Epidemiological surveillance of DOTS is done by the public health sector at the patient level, not at the medical facilities level, and is therefore reported to the National Tuberculosis Program at the patient level. The SO would not have been able to report reliable data on this indicator. Two indicators from the SO's Performance Monitoring Plan have been added to the R4 to make certain that a sufficient number of indicators are reported, as required by the R4 guidance. The SO has adapted some additional indicators, but they apply to indicators that are not reported in the R4.
523-009 Microenterprise	<b>Changes to next year's R4:</b> The Microenterprise SpO just recently began implementation. The SpO has developed a series of potential indicators in its Results Framework. The first indicator has been met: "Mexican Working Group constituted". Work is well underway for several other indicators. This information is contained in the SO narrative of this R4 report. Major changes are occurring in Mexico's microenterprise finance sector, which may result in some modifications to the program and/or indicators. Any changes will be included in next year's R4.

## Glossary

ADR	Alternative Dispute Resolution
ATPAE	Association of Professionals and Technicians for Energy Applications
CENAVID	Center for Assistance to Victims of Crime (Centro para la Atención a Víctimas del Delito)
CDC	Centers for Disease Control and Prevention
CFE	Electric Federal Commission (Comisión Federal de Electricidad)
CI	Conservation International
CMPL	Mexican Center for Cleaner Production (Centro Mexicano para la Producción más Limpia)
CONABIO	National Commission for the Study and Use of Biodiversity
CONAE	National Energy Saving Commission (Comisión Nacional para el Ahorro de Energía)
CONAPO	National Population Council (Consejo Nacional de Población)
CONASIDA	Mexico National AIDS Program (Consejo Nacional para el Control y Prevención del SIDA)
CO <sub>2</sub>	Carbon Dioxide
CSO	Civil Society Organization
DA	Development Assistance funds
DF	Federal District – Mexico City and environs (Distrito Federal)
DOE	Department of Energy
DOTS	Directly Observed Therapy, Short-course
EE	Energy Efficiency
EETP	Energy and Environment Training Program
ESCO	Energy/Environment Service Company
ESF	Economic Support Funds
FIDE	Electric Energy Savings Trust Fund (Fideicomiso de Ahorro de Energía Eléctrica)
FIRCO	Shared Risk Trust Fund (Fideicomiso de Riesgo Compartido)
FJC	U.S. Federal Judicial Council
FMCN	Mexican Conservation Fund (Fondo Mexicano para la Conservación de la Naturaleza)
FSN	Foreign Service National
GCC	Global Climate Change
GEF	Global Environment Facility
G/ENV/EET	Global Center for Environment/Office of Energy, Environment, and Technology
GHG	Greenhouse Gas
GOM	Government of Mexico
ICMA	International City/County Managers Association
IDB	Inter-American Development Bank
IEA	International Energy Agency
IMEXCI	Mexican Institute for International Cooperation
IMSS	Mexican Social Security Institute (Instituto Mexicano del Seguro Social)
INC	International Narcotics Control Foreign Assistance Funds
INDRE	Institute of Epidemiological Diagnosis and Reference
INL	State Department International Narcotics Liaison
INSP	Mexican National Institute of Public Health
IMPACT	Centrally-funded AIDS Prevention and Control Activity
IQC	Indefinite Quantity Contract

ISSSTE	Government Workers' Institute for Security and Social Services (Instituto de Seguridad y Servicios Sociales de los Trabajadores del Estado)
ITAM	Mexican Autonomous Technological Institute (Instituto Tecnológico Autónomo de México)
JICA	Japanese Cooperation Agency
KW	Kilowatt
LTA	Long-term Technical Advisor
MFI	Microenterprise Finance Institution
MCD	Citizens' Movement for Democracy (Movimiento Ciudadano por la Democracia)
MOU	Memorandum of Understanding
MPP	Mission Performance Plan
MW-h	Megawatt-hours
NCSC	National Center for State Courts
NFPRP	National Fire Prevention and Restoration Plan
NFWF	National Fish and Wildlife Foundation
NGO	Non-governmental Organization
OE	Operating Expenses
PASA	Participatory Agency Service Agreement
PAHO	Pan American Health Organization
PAN	National Action Party (Partido Acción Nacional)
PEMEX	Petróleos Mexicanos
PiP	Parks in Peril
PRD	Democratic Revolutionary Party (Partido de la Revolución Democrática)
PP	Pollution Prevention
PRI	Institutional Revolutionary Party (Partido Revolucionario Institucional)
PSC	Personal Services Contractor
PV	Photovoltaic
PVO	Private Voluntary Organization
RE	Renewable Energy
RMS	Resource Management Systems (Comprehensive approach including Energy Efficiency, Pollution Prevention, Waste Minimization, and Environmental Management Systems)
SEMARNAT	GOM Environmental and Natural Resources Secretariat
SENER	Energy Secretariat (Secretaría de Energía)
SSA	Health Secretariat (Secretaría de Salud y Asistencia)
STI	Sexually Transmitted Infections
SUNY	State University of New York
TB	Tuberculosis
TNC	The Nature Conservancy
TTCP	Third Country Training and Technical Cooperation Program
UNFCCC	United Nations Framework Convention on Climate Change
URI	University of Rhode Island
USFS	U.S. Forest Service
USG	United States Government
USJI	U.S. Initiative on Joint Implementation
UNAM	National Autonomous University of Mexico
USDOE	U.S. Department of Energy
WHA	State Bureau for Western Hemisphere Affairs
WPRP	Wildfires Prevention and Restoration Program



## **R4 Part I: Overview/Factors Affecting Program Performance**

Mexico is the most important U.S. foreign policy priority in Latin America. As made evident by his recent visit to Mexico, U.S. President Bush has singled out this key bilateral relationship for strengthening. Because of the high priority and visibility of Mexican programs, USAID/Mexico's development program is developed within the Embassy's MPP framework and is responsive to several key U.S. national interests. With the complex array of political, socio-economic, environmental, and health problems shared between the two nations, what happens in Mexico has more direct impact on U.S. citizens than do similar events in any other country.

The July 2000 election of Mexican President Vicente Fox raised high expectations for change. President Fox is seeking unprecedented expansion of the U.S.-Mexico partnership to meet citizens' demands for economic opportunity and honest government; and USAID has been asked for assistance in environment, decentralized governance, infectious diseases, and economic growth.

The Mission's program has grown substantially in the past three years as a result of Washington directives to address U.S. foreign policy objectives. The programs, staff, and systems have been significantly strengthened. At this point, several SO areas are transitioning to next-phase activities that will consolidate gains, and advance USAID's strategic objectives, in response to emerging U.S.-Mexico policy initiatives. These changes will affect USAID/Mexico's direction and resource requirements, and will shape the next Country Strategy due in FY 2003.

USAID/Mexico is pleased to report a successful year of achievements in its portfolio. Ten of the twelve targeted sites of the **Biodiversity SO1** program (523-006) are on track in advancing their conservation planning and management. The year also included success in the policy arena, including the declaration of the Xcalak Marine Park as well as decrees for El Ocote that doubles the area under protected area management. In addition, SO1 collaborated with the Mission's Democracy program to ensure that Chetumal's municipal government considered environmental priorities for the bay while addressing the city's water treatment and sources issues. Under the **Energy SO2** (523-007) portion of the Mission's Environment portfolio, 180,000 metric tons of CO<sub>2</sub> emissions were prevented through tests and demonstrations carried out in FY 2000. Ninety percent of the new technologies adopted under the SO2 program have proven viable without further USAID support. A successful USAID-funded pilot test of energy efficient, cleaner production, and renewable energy technologies in the Tlalpan municipality of Mexico City has drawn requests for similar help from other municipalities.

The Biodiversity SO Results Framework needs to be updated to refine program targeting, and create broader, sustainable approaches to protection of biodiversity. As energy issues take on top priority in Mexico-U.S. relations, the Energy SO is moving to the next phase: assuring large-scale replication of technologies/policies developed with USAID funding. USAID is also in good position to become an influential voice in the evolution of GOM energy policy. In response to President Bush's call for innovative solutions to global warming that do not penalize industry or impede economic growth, the Mission's Global Climate Change (GCC) activity is successfully integrating "green" and "brown" approaches to the technical issues confronting Mexico. Upcoming evaluations of the green, brown, and GCC programs will help form the basis for

refining and updating the ENV Results Framework. New IRs and performance indicators will be included in the next R4.

In FY 2000 USAID/Mexico's **Democracy SO3** (523-003) program local governance activities continued to be successful. ICMA strengthened municipal associations by supporting their advocacy for federal decentralization and municipal reforms and for dissemination of best practices. USAID supported the Citizens' Movement for Democracy (MCD) to train ten citizens' organizations to develop and implement strategies for effective participation in local decision making. Under the Congressional IR, SUNY sponsored technical exchanges with legislative staff and experts from more than 15 countries and implemented two graduate-level professionalization programs for congressional staff in FY 2000. The program's Rule of Law IR continue to support a wide range of Mexican initiatives, including a Judicial Masters program, judicial exchanges, a diagnostic of Mexican state courts, a community mediation center, and an electoral justice project. With the successful conclusion of the 2000 federal elections, USAID/Mexico's assistance facilitated increased technical understanding of the electoral justice system for parties and citizen observers and increased capacity to file complaints of electoral law violations; increased technical capacities for citizen oversight of adherence of Mexican laws governing campaign spending during the pre-electoral period, and increased access to the media, and vote-buying practices; and increased and informed participation of first-time and young voters in the electoral process.

The high policy priority accorded Mexico was reflected in significant ESF funding increases for the Democracy SO in FY 2001 and 2002. Based on the success of work to date, the Mission's Democracy program is well-positioned to respond to rapidly increasing demand for USAID assistance from the Fox Administration. The Mission is currently re-orienting the Democracy portfolio and recruiting additional staff to meet the wide range of new governance initiatives from both the Mexican and U.S. Governments. The SO will remain the same. A revised Results Framework, IRs, and performance indicators will appear in the next R4.

As the GOM decentralizes responsibility for health services from the national to the state level, USAID/Mexico worked with states in developing their infectious disease programs. At the mid-point of the activity, the Mission's HIV/AIDS program continues to perform beyond expectations. USAID/Mexico's younger Tuberculosis program is moving rapidly into full implementation.

The **HIV/AIDS SO4** (523-002) program has enjoyed success in its objective of enhancing the quality and sustainability of HIV/AIDS/STI service in target states. USAID's model for formation of joint public-private sector strategic planning groups at the state level has been highly effective. NGO strengthening activities continue to exceed expected results in capacity-building and collaboration. In addition to achieving improved internal operations, NGOs developed outreach programs to other NGOs and to the public sector. USAID/Mexico is also supporting Mexico's National Institute of Public Health in the design, implementation, and evaluation of a regional approach to HIV/AIDS prevention among mobile populations in Mexico and Central America. In addition to benefiting U.S. and Mexican citizens, this South-South cooperation activity will increase the effectiveness of USAID/Mexico and Central America USAID Missions' existing HIV/AIDS programs.

With the signing of the Tuberculosis Strategic Objective Grant Agreement (SOAG) on August 21, 2000 by USAID and the Mexican Secretariat of Health, the USAID/Mexico **Tuberculosis SO5** program (523-008) has reached another milestone in its implementation. In February 2000, the First-Year Workplan and the proposed Performance Monitoring Plan were developed. The HIV/AIDS SO4 and Tuberculosis SO5 programs' key counterparts will remain in their posts under the new Fox Administration. The programs will therefore be able to go forward, without requiring re-validation from GOM policy-makers. No major program changes are anticipated in either SO.

The **Microenterprise Special Objective** (523-009) began implementation of some key activities. A group of microenterprise finance institutions (MFIs), NGOs, and universities have collaborated and formed a Working Group to provide policy direction to strategy implementation. Four financially viable MFIs have been selected as partners under the strategy. The Mission signed two first-ever DCA agreements, and the long-term, contract technical advisor is helping Mexican policy-makers formulate new supervisory/regulatory legislation that will shape microenterprise credit in the future. With the results of special studies, USAID/Mexico will be ready to start work to target microenterprise financial services to areas of high out-migration. Additional funds will be needed to staff the new legislative and out-migration areas components.

Under the U.S.-Mexico Third Country Training and Technical Cooperation (South-South) Program, the Mission aims to strengthen Mexico's capacity to offer quality training and technical cooperation to third countries. USAID/Mexico has established solid public/private partnerships between Mexican and U.S. partners. Since its inception in 1999, cooperation programs have been successfully carried out in reproductive health, pension system reform, environment, disaster mitigation and preparedness, and efficient and renewable energy. A small grants program in environment is providing assistance across shared ecosystems in Mexico, Guatemala, and Belize, supporting activities that positively impact on the Mayan Forest and the Meso American reef. Two large regional activities have been funded in cooperation with USAID/Washington for Mitch-affected countries of Central America - a water quality activity and an environmental clean-up activity involving youth. As the Plan Puebla-Panama program will involve cross-border cooperation between Mexico and Central America, the TTCP activity will be involved in this Plan given that TTCP has some good models for South-South collaboration that could be shared.

## **R4 Part II Results Review by SO**

## SO Text for SO: 523-006 Critical Ecosystems and Biological Resources Conserved

Country/Organization: USAID Mexico

Objective ID: 523-006

Objective Name: Critical Ecosystems and Biological Resources Conserved

Self Assessment: Meeting Expectations

Primary Links to Agency Strategic Framework: **(Please Assign Percentages, Total Equals 100):**

0% 1.1 Critical private markets expanded and strengthened  
0% 1.2 More rapid and enhanced agricultural development and food security encouraged  
0% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable  
0% 2.1 Rule of law and respect for human rights of women as well as men strengthened  
0% 2.2 Credible and competitive political processes encouraged  
0% 2.3 The development of politically active civil society promoted  
0% 2.4 More transparent and accountable government institutions encouraged  
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded  
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased  
0% 4.1 Unintended and mistimed pregnancies reduced  
0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced  
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced  
0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced  
0% 4.5 The threat of infectious diseases of major public health importance reduced  
20% 5.1 Threat of global climate change reduced  
70% 5.2 Biological diversity conserved  
0% 5.3 Sustainable urbanization including pollution management promoted  
0% 5.4 Use of environmentally sound energy services increased  
10% 5.5 Sustainable management of natural resources increased  
0% 6.1 Urgent needs in times of crisis met  
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: Global Issues: Environment, Population, Health

Primary Link to MPP Goals: Environment

Secondary Link to MPP Goals (optional): Global Growth and Stability

(Page limitations for narrative begin here):

Summary of the SO:

Environmental degradation of Mexico's critical natural resources threatens the country's future. Healthy forests, stable soils, and productive coastal waters are needed to support fisheries and agriculture, produce clean water for cities, and provide desirable areas for tourism to flourish. The biological richness also promises new discoveries for biotechnology and other industries in Mexico and worldwide. Through USAID/Mexico's SO1, the Mission and its partners play a

pivotal role in increasing local and national capacity to conserve natural resources. SO1 combines protection of critical areas with tools that address causes of resource degradation, assist the recovery of lost productivity, and benefit local people. These approaches also mitigate greenhouse gas emissions. Four Intermediate Results track the progress of SO1: (1) improved management of targeted protected areas and critical ecosystems (IR1.1); (2) promotion of more sustainable use of biological resources (IR1.2); (3) improved policy frameworks for conservation (IR 1.3); and (4) strengthened Mexican professional and NGO capacity to promote conservation beyond USAID/Mexico's direct interventions (IR 1.4). The SO's customers include Mexico's rural people who are dependent on the natural resources, urban inhabitants of cities that depend on environmental services from these critical ecosystems, and, more broadly, all Mexican and U.S. citizens through protection of natural resources and mitigation of climate change.

#### Key Results:

Working in collaboration, the GOM Environment Secretariat (SEMARNAT), the Mexican Conservation Fund (FMCN), and USAID launched the Wildfire Prevention and Restoration Program by supporting 27 local projects in 12 areas where critical biodiversity is threatened by fire. Xcalak Marine Park, which was designed and promoted by the local community with the assistance of USAID's Coastal Resource Program (CRC), was officially established by the GOM. USAID, in collaboration with partners in Quintana Roo (QR), also leveraged Japanese funding to build a community, business outreach, and research center to support the conservation efforts in Xcalak as well as the reserves of Sian Ka'an, Chinchurro, and the Manatee Sanctuary in Chetumal Bay. SO1 also collaborated with the USAID/Mexico Democracy program to ensure that Chetumal's municipal government considers environmental priorities for the bay in the city's water treatment and source planning. A USAID Parks in Peril (PiP) site, El Triunfo, raised a \$2 million endowment fund to ensure financial sustainability of the park.

#### Performance and Prospects:

Six sites directly supported by USAID/Mexico have achieved management levels that can support sustained efforts to conserve their critical resources. FY 2001 will be the last year these sites will receive funding aimed at site level management. Future work with these areas will link capacity with other areas and use it to develop and adapt conservation approaches in the larger regions that influence these areas. USAID will work with partners over the next year to determine steps necessary to achieve results on this ecoregional level.

Overall, 10 of 12 sites are on track in advancing basic infrastructure and conservation management. In two sites the declaration of a natural protected area nearby slowed progress and required a redefinition of the site itself, and a redefinition of the capacity needs. All other sites have achieved or exceeded goal this year.

Communities and individuals own more than 70% of the land inside Mexico's protected areas. Outside of protected areas, rapid population growth and development challenge continued protection. IR 1.2 recognizes the critical role adopting more sustainable practices has in conserving biodiversity. Again in FY 2000, better than expected adoption was reported. Recycling programs were begun in two villages and participation in organic agriculture expanded in several areas. CRC's assistance helped start an ecotourism cooperative, Laguna Guerrero Guides. The Xcalak Fishing Cooperative continues its work to monitor and enforce the fishing zoning they have implemented near the village. Beneficiaries are frequently the village

women who have shown a strong willingness to adopt new approaches such as home gardens and organic farming methods.

Because promotion of good ideas is not the limiting factor, greater attention under this IR should be paid to development of innovative approaches that go beyond subsistence resource use, while directly addressing priority threats. As well, greater attention should be paid to specifically targeting women's involvement in alternative activities. In FY 2001, there will be greater attention to adapting technologies and information to the Mexican context, and drawing on tools from other disciplines to help ensure local capacity to participate in future economic opportunities in ways that are compatible with conservation.

Policy successes in FY 2000 include a) the declaration of the Xcalak Marine Park and progress toward completing the community led Xcalak plan, b) the decree that doubles the area under protected area management around El Ocote, and c) official announcement of the intent to expand Ajos-Bavispe National Forest and Wildlife Refuge and reclassify it as the Mavai Biosphere Reserve. Under IR 1.3, many local partners reported development policy agendas for their site work and one was able to report achieving greater than 80% of the progress targeted last year. However, few partners are targeting substantial progress in the coming year, partly due to uncertainty with the new government. The current percent reporting used in this IR is not well suited to capture policy work outside of local control, nor judge policy capacity of partners. USAID is working with partners to delineate better reporting, especially of regional, national, and international level policies where timetables for progress cannot easily be predicted. Of special interest in developing this indicator will be the program's linkage to the Democracy program's work on local governance and decentralization.

Numbers trained reported under IR 1.4 also exceeded expectations; however, the vast majority of those trained were participants in exchanges and short workshops conducted by partners to raise a general awareness of a need or concern in the area. The individuals that attended long-term courses aimed at building specific skills are currently counted equally under this indicator. In FY 2001, SO1 will separate these two levels of capacity building, which should improve the program's ability to define targets. Indicator 8 under IR 1.4, which is designed to track improved institutional ability of partners has been implemented by TNC and a scorecard for URI's partners will be tested this year. TNC's partner evaluations revealed that several required strengthening, primarily due to leadership changes in FY 2000. In FY 2001, SO1 will report this indicator on the basis of modified reporting measures.

This year, USAID Mexico has awarded grants to impact conservation in Mexico under its Wildfires Prevention and Restoration Program (WPRP), the South-South regional program and the National Fish and Wildlife Foundation (NFWF) Neotropical Migratory Bird program. Indicator 10 was originally designed to track only grants awarded by the FMCN Endowment Fund, but will be adapted to report all small grants awarded under USAID's several capacity building activities in Mexico.

Work to address the threat of fires to Mexico's biodiversity has been the focus of a close working relationship between USAID, SEMARNAT, and the FMCN. In addition to awarding the first grants under the WPRP, USAID and SEMARNAT sponsored the "Regional Conference

on Fire and Natural Resource Management” that brought together forest experts from the United States, Mexico, Central and South America. Recommendations from this conference are being considered in work to integrate the capacity already built to address wildfire issues with approaches to ensure sustained attention to lowering the fire risk to natural areas. During the 2000 fire season, CONABIO provided daily fire data over the Internet using a USAID-funded system.

USAID and SEMARNAT collaborated in investigation of climate change impacts on forests. USAID helped support the 2000 forest inventory and assessment of land use change over the past seven years and provided technical assistance to investigate the mitigation potential of post-fire restoration projects. The information developed in these projects is public and will inform future land use and forest planning at all levels of management in Mexico.

#### Possible Adjustments to Plans:

USAID supports biodiversity conservation through building capacity to manage existing resources, restore degraded areas, and respond to vulnerability driven by natural and human induced pressures. In FY 2001, USAID will focus more attention on external threats that are driving degradation of biologically critical areas such as poor forest management, grazing, and tourism impacts, often by making specific links to other programs in the Mission. FY2001 is the last year of the current PiP program with TNC. SO1 plans to continue to work with TNC in its new PiP strategy, which will change the program's interaction with several long-term sites. These changes will require a redefinition of targets beyond FY 2001. Two Mexican NGO partners will be developing regional strategy frameworks to assist coordination of regional efforts to address conservation targets and threats. SO1 will continue to link with the Mission's Democracy program; USAID's partners and programs are well positioned to ensure that local environmental issues are considered as local governments receive more authority under decentralization. Also, recognizing the valuable tools developed by the Energy program, SO1 will work to integrate some of these lessons learned to address conservation threats.

#### Other Donor Programs:

Multinational Development Banks (MDBs) are indirect partners who are expected to provide counterpart or support expansion of USAID program of over \$100 million during the LOP. An additional \$23 million was awarded this year alone to support park management in Mexico from the Global Environment Fund. Under the United States-Japan Common Agenda, USAID and its partners in QR are working with Japan on the development of the Mahahual Coastal Station that will serve as a research, community, and tourist information center for the southern coast of QR. The U.S. and Japan have just conducted a major joint planning exercise that identified a number of other potential environmental cooperation areas. Foundations including Packard, Summit, and Pulsar are supporting activities of USAID partners that support their site conservation efforts and link with USAID objectives. The Mission also benefits from the Global and BHR matching grant programs, using them to target activities directly complementary of Mission objectives.

#### Major Contractors and Grantees:

Primary partner organizations include TNC and PiP sub grantees, the URI's CRCenter and sub-grantees, Conservation International, Pronatura, CONABIO, and the FMCN. Under the Mexican Fires program, the SO is collaborating with the GOM/SEMARNAT and the U.S. Forest Service to build capacity to mitigate future fires.



## Performance Data Table

### Fiscal Year: FY2000

Objective Name: Critical ecosystems and biological resources conserved

Objective ID: 523-006

Approved: June 1998

Country/Organization: USAID Mexico

Result Name: Critical ecosystems and biological resources conserved (SO)

Indicator: Number and area of critical ecosystems, in target areas, with adequate management - number of sites

Disaggregated By:

Unit of Measure: Number of sites

Year	Planned	Actual
1991(B)	NA	0
1997	NA	2
1998	6	4
1999	6	5
2000	6	6
2001	7	NA
2002	10	NA
2003	11	NA

Source:

CI,TNC,URI

Indicator/Description:

The indicator is based on scorecards that have been developed (or are being developed) by the SO's primary partners. "Adequate Management" will be defined based on the scorecard. Sites will be counted as achieving adequate management when their long-term goals are met and reported as consolidated. Sites which have met this indicator are El Triunfo (97), Rias Lagartos/Celestún (97), El Ocote (98), Sian Ka'an (98), La Encrucijada (99), El Pinacate (99)\* and Calakmul (2000). Future target sites are as follows; 2001: Ajos-Bavispe, 2002: Gulf of California Island Reserves, Bahia Santa Maria and Xcalak, and 2003: Cuatro Ciénegas. This indicator is cumulative.

Comments:

\*El Pinacate receives very little money from Mission funds and so has been subtracted from the indicator tables. And, actual totals have been changed to reflect actual consolidation confirmed by reports.

Targets for FY 2002/2003 will be modified this year after completion and acceptance of the PiP 2000 strategy.

## Performance Data Table

### Fiscal Year: FY2000

Objective Name: Critical ecosystems and biological resources conserved

Objective ID: 523-006

Approved: June 1998

Country/Organization: USAID Mexico

Result Name: Critical ecosystems and biological resources conserved (SO)

Indicator: Number and area of critical ecosystems, in target areas, with adequate management - area of sites

Disaggregated By:

Unit of Measure: Area of sites in hectares (ha)

Year	Planned	Actual
1991(B)	NA	0
1997	NA	NA
1998	1.2 million ha	944,627 ha
1999	1.03 million ha	1.03 million ha
2000	1.75 million ha	1.75 million ha
2001	NA	NA
2002	NA	NA
2003	NA	NA

Source:

CI, TNC, URI

Indicator/Description:

The indicator is based on scorecards that have been developed (or are being developed) by the SO's primary partners. "Adequate Management" will be defined based on the scorecard. Sites will be counted as achieving adequate management when their long-term goals are met and reported as consolidated. Sites which have met this indicator are El Triunfo (97), Rias Lagartos/Celestún (97), El Ocote (98), Sian Ka'an (98), La Encrucijada (99), El Pinacate (99)\* and Calakmul (2000). Future target sites are as follows; 2001: Ajos-Bavispe, 2002: Gulf of California Island Reserves, Bahia Santa Maria and Xcalak, and 2003: Cuatro Ciénegas. This indicator is cumulative.

Comments:

\*El Pinacate receives very little money from Mission funds and so has been subtracted from the indicator tables. And, actual totals have been changed to reflect actual consolidation confirmed by reports.

Targets for FY 2002/2003 will be modified this year after completion and acceptance of the PiP 2000 strategy.

## Performance Data Table

### Fiscal Year: FY2000

Objective Name: Critical ecosystems and biological resources conserved

Objective ID: 523-006

Approved: June 1998

Country/Organization: USAID Mexico

Result Name: IR 6.1 Management of target protected areas and other critical ecosystems improved

Indicator: Number of sites meeting pre-determined management goals

Disaggregated By:

Unit of Measure: Number of sites

Year	Planned	Actual
1991(B)	NA	0
1998	4	7
1999	5*	11/12
2000	12	10/12
2001	10	NA
2002	11	NA
2003	11	NA

Source:

CI,TNC,URI

Indicator/Description:

This indicator is based on annual progress as defined by targets set each year in annual work plans and reported on at the end of the year. Overall goal of the workplans is to move toward consolidation as defined by scorecards in Indicator 1. This indicator is not cumulative. Targets will be determined by the number of sites where the program is working, using workplans and the results expressed as a function of that number of sites.

Comments:

\*Note that the 1999 target reflects a low estimate of the number of areas where a work planning system would be established by that reporting year.

## Performance Data Table

### Fiscal Year: FY2000

Objective Name: Critical ecosystems and biological resources conserved

Objective ID: 523-006

Approved: June 1998

Country/Organization: USAID Mexico

Result Name: IR 6.2 Demonstration and implementation of sustainable use activities in biologically important areas

Indicator: Number of men and women in target areas practicing sustainable activities promoted by USAID (not cumulative) - women

Disaggregated By:

Unit of Measure: Number of women

Year	Planned	Actual
1991(B)	NA	0
1998	60	689
1999	40	431
2000	50	499
2001	300	NA
2002	200*	NA
2003	200*	NA

Source:

CI,TNC,URI

Indicator/Description:

A list of activities and the justification of their sustainable impact has been provided by partners prior to their reporting on this indicator. Sustainable activities currently include ecotourism, agroforestry, organic agriculture, beekeeping, harvesting non-timber forest products and sustainable fisheries. This indicator is not cumulative.

Comments:

Targets have been adjusted for next year based on plans to continue funding similar activities in similar sites in FY 2001, but requiring a tighter connection to current funding from USAID to sponsor practice or dissemination.

Changes in this indicator will be reflected in next year's R4 due to a reassessment of the need to reflect development and adaptation of tools and information as well as demonstration and implementation of existing technologies.

\*Targets for FY2002/2003 await finalization of plans for PIP2000. Four year workplans are due in June 2001.

## Performance Data Table

### Fiscal Year: FY2000

Objective Name: Critical ecosystems and biological resources conserved

Objective ID: 523-006

Approved: June 1998

Country/Organization: USAID Mexico

Result Name: IR 6.2 Demonstration and implementation of sustainable use activities in biologically important areas

Indicator: Number of men and women in target areas practicing sustainable activities promoted by USAID (not cumulative) - men

Disaggregated By:

Unit of Measure: Number of men

Year	Planned	Actual
1991(B)	NA	0
1998	200	3,022
1999	100	1,336
2000	100	1,514
2001	1000	NA
2002	500*	NA
2003	500*	NA

Source:

CI,TNC,URI

Indicator/Description:

A list of activities and the justification of their sustainable impact has been provided by partners prior to their reporting on this indicator. Sustainable activities currently include ecotourism, agroforestry, organic agriculture, beekeeping, harvesting non-timber forest products and sustainable fisheries. This indicator is not cumulative.

Comments:

Targets have been adjusted for next year based on plans to continue funding similar activities in similar sites in FY 2001, but requiring a tighter connection to current funding from USAID to sponsor practice or dissemination.

Changes in this indicator will be reflected in next year's R4 due to a reassessment of the need to reflect development and adaptation of tools and information as well as demonstration and implementation of existing technologies.

\*Targets for FY 2002/2003 await finalization of plans for PiP2000. Four year workplans are due in June 2001.

## SO Text for SO: 523-007 Carbon Dioxide Emissions and Pollution Reduced

Country/Organization: USAID Mexico

Objective ID: 523-007

Objective Name: Carbon Dioxide Emissions and Pollution Reduced

Self Assessment: Exceeding Expectations

Primary Links to Agency Strategic Framework: **(Please Assign Percentages, Total Equals 100):**

20% 1.1 Critical private markets expanded and strengthened  
10% 1.2 More rapid and enhanced agricultural development and food security encouraged  
0% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable  
10% 2.1 Rule of law and respect for human rights of women as well as men strengthened  
0% 2.2 Credible and competitive political processes encouraged  
0% 2.3 The development of politically active civil society promoted  
0% 2.4 More transparent and accountable government institutions encouraged  
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded  
5% 3.2 The contribution of host-country institutions of higher education to sustainable development increased  
0% 4.1 Unintended and mistimed pregnancies reduced  
0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced  
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced  
0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced  
0% 4.5 The threat of infectious diseases of major public health importance reduced  
20% 5.1 Threat of global climate change reduced  
5% 5.2 Biological diversity conserved  
5% 5.3 Sustainable urbanization including pollution management promoted  
20% 5.4 Use of environmentally sound energy services increased  
5% 5.5 Sustainable management of natural resources increased  
0% 6.1 Urgent needs in times of crisis met  
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: Global Issues: Environment, Population, Health

Primary Link to MPP Goals: Environment

Secondary Link to MPP Goals (optional): US Exports

(Page limitations for narrative begin here):

Summary of the SO:

SO2 supports Mexican private and public institutions' efforts to reduce greenhouse gas emissions (GHG), particularly carbon dioxide (CO<sub>2</sub>) emissions and pollution. This is done through demonstrating cost-effective programs in energy efficiency (EE), pollution prevention (PP) (Resource Management Systems - RMS), renewable energy (RE), and clean energy production (CEP). The program emphasizes the support of policy reforms, institutional capacity

strengthening, and promotion of financial sustainability to achieve wider replication of pilot efforts. The main SO2 IR (2.1) is the sustainable adoption of these technologies in targeted industries and municipalities. Sub-IRs are identified as: (2.1.1) and (2.1.2) viability of RMS and RE technologies demonstrated at the pilot level, respectively; (2.1.3) selected policies in place that promote the use of these technologies; (2.1.4) improved Mexican institutional capacity for development of these technologies; and (2.1.5) financing available for adoption of RMS and RE from other sources. Small/medium industries, hospitals, inhabitants of rural areas, and municipalities are the ultimate customers of this program.

#### Key Results:

In FY 2000, two out of four indicators reported under SO2 exceeded expectations and the other two met planned levels. A total of 108,000 metric tons of CO2 emissions were prevented through tests and demonstrations that were carried out with USAID-funded technical assistance (TA). Planned levels were 100,000 metric tons of CO2 emissions. Three main reasons explain this performance: (1) reduction due to RMS pilot projects, including demonstrations in residential, health, and industrial sectors in the Mexico City municipality of Tlalpan; (2) EE technologies implemented in a beverage processing plant through an Energy Service Company (ESCO) scheme, and; (3) reduction in kilowatt-hours saved from the number of RE systems installed. More than 90% of pilot projects installed in FY 1999 were still working in FY 2000. Furthermore, the program began collaborating with Petróleos Mexicanos (PEMEX) to build EE audit capacity by training a core of expert PEMEX staff who will train others and develop a large EE program. This collaboration will reduce large amounts of CO2 and increase trade development between the United States and Mexico in this strategic sector. The FIRCO RE for Agriculture Project began the installation of 1,200 RE systems in 28 states over the next four years. Women with key roles at partner institutions in SO2 projects has increased from 14 in FY 1999 to 20 in FY 2000.

#### Performance and Prospects:

Under SO2, one direct IR and five sub-IRs have exceeded or met targets for FY 2000.

I.R. 2.1: The percent of participating industrial enterprises, municipalities, and communities that continued using RMS technologies without USAID financial support one year after installation has increased from 80% in FY 1999 to 90% in FY 2000. The highest percent of technology promoted was reported by the ESCO project in the beverage industry, with 100% of recommended EE measures still in use. In addition, 98% of RE systems installed in FY 1999 were still working in rural areas for water pumping, livestock, and irrigation systems.

Sub-I.R.2.1.1: Viability of RMS technologies has been demonstrated in two important sectors. First, at the municipal level in the Delegación Tlalpan project, where environmental management systems (EMS) were developed in residences, health facilities, and small and medium industries. A MOU will be signed with the Mexico City government for large-scale replication in FY 2001. Second, this replication will impact the life of 18 million people in Mexico City, through two ESCO project plants where energy demand control systems were installed and 104,755 metric tons of CO2 will be prevented over the next 15 years. A multiplier effect is assured by FIDE through its national EE incentive program and the IDB's \$23.4 million loan to FIDE, using a \$10 million revolving fund for ESCO projects.

Sub-I.R.2.1.2: The 98 RE systems installed in rural areas during FY 2000 continued to demonstrate cost-effectiveness in comparison to the high cost of expanding the national grid to rural communities. The 98 RE systems will save a total of 711,429 kilowatt-hours during their 20-year lifetime. The energy produced through photovoltaic and wind systems will save energy produced from conventional sources, such as thermo-electric, natural gas, and coal plants, which are the largest emitters of CO<sub>2</sub> in Mexico. Replication of RE demonstration systems is supported by assisting Mexican states to integrate innovative financial schemes for implementing RE technologies into their annual budgets, providing TA to the Mexican Ministry of Energy's (SENER) off-grid rural electrification project, planning for the installation of approximately 8,000 RE systems over the coming three years, and formalizing agreements with the Ministry of Environment and Natural Resources (SEMARNAT) that will secure continued operation of 69 existing RE systems installed in seven protected areas.

Sub-I.R.2.1.3: Significant progress was made in promoting policy reforms. As indicated in the FY 1999 R4 report, the indicator for this IR was modified. Rather than setting up a series of long term policy objectives for each type of technology promoted, a more direct indicator will be used. An RMS/RE policy adoption will be considered successful if the GOM or a private sector partner institution includes new mechanisms or reforms in their annual development programs, helping institutionalize the use of RMS/RE technologies, changing regulatory frameworks, or transforming Mexican markets. See Supplemental Annex.

Sub-I.R.2.1.4: An extensive range of partner capacity building activities were performed by USAID's RMS and RE program contractors. Emphasis was placed on increasing the number of partner institutions with stronger leadership in their respective fields, preparing plans for better training programs that produce more technically capable human resources, supporting business plans for improving financial resources, and helping create methodologies for facilitating better communication between partner institutions and the external environment. FIDE and CONAE were rated as having adequate capacity. See Supplemental Annex.

Sub-I.R.2.1.5: In FY 2000, several financing mechanisms were implemented with partners at federal, state, and local levels as a result of USAID-funded activities. The \$31.4 million FIRCO-GEF Renewable Energy for Agriculture Program was implemented at the federal level in 28 states. The \$6.5 million SENER-World Bank Off-Grid Rural Electrification Project, jointly with the SEMARNAT Renewable Energy Program for Protected areas, is scheduled to begin this year with GOM financial resources. The MREP team also worked with banks in Chihuahua to establish a multi-bank lending mechanism that will leverage existing loans for RE systems. The ESCO projects funded by USAID in FY 2000 will be replicated on a larger scale by FIDE and the IDB's \$23.4 million loan, setting up a \$10 million revolving fund. Finally, PEMEX is developing more efficient annual financial structures and budgets. PEMEX's new entrepreneurial approach will reinforce the EE audit Train-the-Trainers course, initiated by USAID in FY 2000. The new PEMEX internal restructuring will have significant impact on the Mexican energy sector and economy.

Please see the Supplemental Information Annex and the Success Stories Annex for more information on the SO's achievements in the above activity areas.



#### Possible Adjustments to Plans:

USAID is working to better integrate its energy, environment conservation, and climate change activities to achieve greater impact in these areas. USAID has developed effective RMS/RE energy tools for conserving critical ecosystems in protected areas and coastal zones at the municipal level. The Mission is funding an effort to help Mexican institutions improve their ability to estimate the GHG emissions reduction resulting from RMS/RE projects.

USAID is committed to fund the energy program through FY 2003, when its current 5-year Country Strategy ends. In the time remaining, specific issues must be addressed, in order to create conditions necessary to achieve USAID's objectives. One of the most important is to identify ways to accelerate large-scale adoption of RMS, RE, and CEP technologies and their application to protected areas where biodiversity is threatened. By the end of FY 2001, USAID will have phased out of all assistance to technology and systems testing projects and they will be managed entirely by Mexican partner institutions. From now through FY 2003, USAID funding (from both the Mexico Mission and the central Global Bureau) will be directed to four priority goals: (1) developing market mechanisms for financing and technical support of large-scale adoption by the public and private sectors of tools and technologies tested, (2) helping Mexican partner institutions develop strategic plans, focus their work objectives, and fill managerial capacity needs, to maximize their effectiveness in conserving energy and natural resources; (3) using quality data and analysis to influence high-level decision making and policies; and (4) developing synergies with other sectors to further leverage USAID and other donor funds toward broad-scale adoption. A full evaluation is planned for FY 2001 to get a consolidated assessment of progress toward realizing the stated SO goals, and to identify additional opportunities for USAID to play a catalytic role.

#### Other Donor Programs:

The most relevant programs leveraged by and complementary to USAID projects are as follows: 1) the \$10 million program that FIDE is planning to support ESCO projects under their national incentive program, 2) the IBRD GEF's \$8.9 million loan added to FIRCO's \$22.1 million loan, to install 1,200 RE systems in 28 states (replication of technologies tested under the USAID program), 3) IBRD's and SENER's \$6.5 million RE program that is being designed to replicate USAID-funded technologies and systems in rural areas, and 4) USAID's intent to leverage funds under the IDB's recent \$800 million decentralization loan to the GOM for replication of RMS technologies that were successfully tested in the Tlalpan municipality with USAID assistance.

#### Major Contractors and Grantees:

PA Consulting Group (formerly Hagler-Bailly) is providing TA in RMS and EMS systems. The U.S. Department of Energy's (DOE) Sandia National Laboratories receives USAID funding to provide RE technical assistance. USAID's central Global Bureau funds TA for CEP. Mexican partner institutions include: the National Energy Savings Commission (CONAE); FIDE; the Mexican Center for Cleaner Production (CMPL); Mexican NGO, the Association of Professionals and Technicians for Energy Applications (ATPAE); the Shared-Risk Trust Fund (FIRCO); Engineering Institute of UNAM; and Tlalpan Delegación.

## Performance Data Table

### Fiscal Year: FY2000

Objective Name: Carbon dioxide emissions and pollution reduced

Objective ID: 523-007

Approved: June 1998

Country/Organization: USAID Mexico

Result Name: Carbon dioxide emissions and pollution reduced (SO)

Indicator: Amount of carbon dioxide emissions prevented through selected energy efficiency measures and adoption of renewable energy technologies

Disaggregated By:

Unit of Measure: Thousands of Metric Tons of CO2 emissions offset annually over the life of energy efficiency measure and the renewable energy project installed

Year	Planned	Actual
1993(B)	NA	0
1994-7	NA	440.00
1998	158.96*	376.55
1999	68.10	283.63
2000	100	108.00
2001	125.00	NA
2002	125.00	NA
2003	150.00	NA

Source:

G/ENV/EET Energy IQC and PASA USAID/DOE contractors

Indicator/Description:

CO2 emission benefits are calculated from the number of kilowatt-hours avoided through USAID funded energy efficiency and renewable energy investments. CO2 emissions results are credited to the year following installation of energy saving equipment and renewable energy systems, if the equipment or systems are operating successfully up to one year after installation.

Comments:

Expectations of this indicator were lightly exceeded; the actual figure is reflecting pilot project implemented at municipal level in the residential, health and small/medium industries. Reduction was planned due to change of approach from pilot projects to large-scale replication programs. 100% of results achieved are attributable to USAID's direct support. Reliability of data has been assessed since 1994. Monthly reports are received, and validation of data will be performed in a semi-annual basis. \* Annual target

## Performance Data Table

### Fiscal Year: FY2000

Objective Name: Carbon dioxide emissions and pollution reduced

Objective ID: 523-007

Approved: June 1998

Country/Organization: USAID Mexico

Result Name: IR 7.1 Adoption of Resource Management Systems (RMS) and Renewable Energy technologies and practices in targeted industries and municipalities (replication and continued use of the technologies and practices promoted by USAID and its partners)

Indicator: Percent/Number of enterprises or municipalities continuing to use RMS technologies and renewable energy systems without USAID financial support one year after installation

Disaggregated By:

Unit of Measure: Percent/Number of participating individuals/plants/municipalities

Year	Planned	Actual
1993(B)	NA	0
1998	60	95
1999	60	80
2000	60	90
2001	60	NA
2002	60	NA
2003	60	NA

Source:

G/ENV/EET Energy IQC and PASA USAID/DOE contractors

Indicator/Description:

A firm or municipality is counted as successfully adopting RMS technologies if they implement at least 50 percent of the program audit recommendations, and demonstrate operation/maintenance of these technologies up to one year after the audits. A renewable energy enterprise is counted, if the equipment is operating one year after installation. Reported as a percent of the total number of clients participating in the pilot projects divided by the number of successful installations. This indicator is not cumulative.

Comments:

Target of this indicator was exceeded. Results achieved are attributable to USAID's direct support. Reliability of data has been assessed since 1998, including standardized data entry sheets filled out by counterparts, customer satisfaction surveys, field inspections and reports. Monthly reports are received, and validation of data will be performed in a semi-annual basis.

## Performance Data Table

### Fiscal Year: FY2000

Objective Name: Carbon dioxide emissions and pollution reduced

Objective ID: 523-007

Approved: June 1998

Country/Organization: USAID Mexico

Result Name: IR 7.1.3 Selected policies in place that promote the use of RMS and renewable energy technologies

Indicator: Percent of annual policy goals achieved - energy efficiency

Disaggregated By:

Unit of Measure: Percent of policy goals

Year	Planned	Actual
1997(B)	NA	0
1998	80	80
1999	80	80
2000	80	80
2001	80	NA
2002	80	NA
2003	80	NA

Source:

G/ENV/EET Energy IQC and PASA USAID/DOE contractors, Secretary of Energy, CONAE, CFE, FIDE, CMPL, and FIRCO

Indicator/Description:

Selected Mexican partners will develop annual policy objectives and present these in an annual work plan. At the end of each fiscal year, their accomplishments are evaluated relative to the targets. Long term policy objectives for SO 2 are showed in supplemental annex 1.

Comments:

Two targets for this indicator (energy efficiency and renewable energy) were met and the other one (pollution prevention) was exceeded. 100% of results achieved are attributable to USAID's direct support. Data reliability has been assessed since 1998, including standardized data entry sheets filled out by counterparts, customer satisfaction surveys, field inspections and reports. Monthly reports are received, and validation of data will be performed in a semi-annual basis. In 2000, this indicator will be reviewed and refined to better capture impact, given changes in-country.

## Performance Data Table

### Fiscal Year: FY2000

Objective Name: Carbon dioxide emissions and pollution reduced

Objective ID: 523-007

Approved: June 1998

Country/Organization: USAID Mexico

Result Name: IR 7.1.3 Selected policies in place that promote the use of RMS and renewable energy technologies

Indicator: Percent of annual policy goals achieved - pollution prevention

Disaggregated By:

Unit of Measure: Percent of policy goals

Year	Planned	Actual
1997(B)	NA	0
1998	80	90
1999	80	90
2000	80	80
2001	80	NA
2002	80	NA
2003	80	NA

Source:

G/ENV/EET Energy IQC and PASA USAID/DOE contractors, Secretary of Energy, CONAE, CFE, FIDE, CMPL, and FIRCO

Indicator/Description:

Selected Mexican partners will develop annual policy objectives and present these in an annual work plan. At the end of each fiscal year, their accomplishments are evaluated relative to the targets. Long term policy objectives for SO 2 are showed in supplemental annex 1.

Comments:

Two targets for this indicator (energy efficiency and renewable energy) were met and the other one (pollution prevention) was exceeded. 100% of results achieved are attributable to USAID's direct support. Data reliability has been assessed since 1998, including standardized data entry sheets filled out by counterparts, customer satisfaction surveys, field inspections and reports. Monthly reports are received, and validation of data will be performed in a semi-annual basis. In 2000, this indicator will be reviewed and refined to better capture impact, given changes in-country.

## Performance Data Table

### Fiscal Year: FY2000

Objective Name: Carbon dioxide emissions and pollution reduced

Objective ID: 523-007

Approved: June 1998

Country/Organization: USAID Mexico

Result Name: IR 7.1.3 Selected policies in place that promote the use of RMS and renewable energy technologies

Indicator: Percent of annual policy goals achieved - renewable energy

Disaggregated By:

Unit of Measure: Percent of policy goals

Year	Planned	Actual
1997(B)	NA	0
1998	80	80
1999	80	90
2000	80	80
2001	80	NA
2002	80	NA
2003	80	NA

Source:

G/ENV/EET Energy IQC and PASA USAID/DOE contractors, Secretary of Energy, CONAE, CFE, FIDE, CMPL, and FIRCO

Indicator/Description:

Selected Mexican partners will develop annual policy objectives and present these in an annual work plan. At the end of each fiscal year, their accomplishments are evaluated relative to the targets. Long term policy objectives for SO 2 are showed in supplemental annex 1.

Comments:

Two targets for this indicator (energy efficiency and renewable energy) were met and the other one (pollution prevention) was exceeded. 100% of results achieved are attributable to USAID's direct support. Data reliability has been assessed since 1998, including standardized data entry sheets filled out by counterparts, customer satisfaction surveys, field inspections and reports. Monthly reports are received, and validation of data will be performed in a semi-annual basis. In 2000, this indicator will be reviewed and refined to better capture impact, given changes in-country.



## SO Text for SO: 523-003 More Democratic Processes Adopted in Key Government Institutions

Country/Organization: USAID Mexico

Objective ID: 523-003

Objective Name: More Democratic Processes Adopted in Key Government Institutions

Self Assessment: Meeting Expectations

Primary Links to Agency Strategic Framework: **(Please Assign Percentages, Total Equals 100):**

0% 1.1 Critical private markets expanded and strengthened  
0% 1.2 More rapid and enhanced agricultural development and food security encouraged  
0% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable  
25% 2.1 Rule of law and respect for human rights of women as well as men strengthened  
30% 2.2 Credible and competitive political processes encouraged  
0% 2.3 The development of politically active civil society promoted  
45% 2.4 More transparent and accountable government institutions encouraged  
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded  
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased  
0% 4.1 Unintended and mistimed pregnancies reduced  
0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced  
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced  
0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced  
0% 4.5 The threat of infectious diseases of major public health importance reduced  
0% 5.1 Threat of global climate change reduced  
0% 5.2 Biological diversity conserved  
0% 5.3 Sustainable urbanization including pollution management promoted  
0% 5.4 Use of environmentally sound energy services increased  
0% 5.5 Sustainable management of natural resources increased  
0% 6.1 Urgent needs in times of crisis met  
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: Democracy

Primary Link to MPP Goals: Democracy and Human Rights

Secondary Link to MPP Goals (optional): International Crime

(Page limitations for narrative begin here):

Summary of the SO:

USAID/Mexico and its partners have identified three Intermediate Result areas where assistance can support Mexican governmental and civil society actors to advance their own democratic governance initiatives: (1) More effective local governance in target areas, through increased municipal capacity to deliver services and development of mechanisms for citizen participation



in local decision making; (2) Permanent structures strengthened to enhance Congress' legislative function; and (3) More efficient administration of justice in target courts. SO achievement will come about through adoption and replication -- with non-USG resources -- of best practices developed by Mexican partner institutions. The ultimate customers are the elected officials and professional staff of target government institutions, members of civil society organizations in target areas, and citizens of the communities served by these institutions. At the Fox Government's invitation, new activities to support federal executive branch anti-corruption and decentralization initiatives will further promote SO achievement in existing results areas.

#### Key Results:

The successful pilot for more effective local governance is generating replication by Fox Administration leaders on decentralization and federalism reform. Stronger permanent institutions and a trained professional staff are achieving enhanced legislative functions of the federal Congress and ensuring increased oversight of the Executive Branch. Technical assistance to Mexican state and federal courts is achieving more effective, transparent, and accessible administration of justice. Support for an innovative electoral justice activity was a key component of the Mission's July electoral support program, and has enabled USAID to become an important player in Mexico's emerging state level electoral reform and electoral federalism debates. New USAID support for President Fox's initiatives to promote transparency and accountability will take advantage of a significant window of opportunity to provide expertise, research, and analysis to undergird priorities in the Federal Inspector General's anti-corruption plan.

Given Democracy Program successes in-country since 1998 and the Fox team's high degree of will to reform, the Program was well-positioned to respond to the opportunities presented by the Fox election. USAID maintained effective contacts at the very highest levels in the incoming Fox administration soon after the July 2000 election. The Democracy Program responded quickly to Fox Transition Team requests for technical assistance, and the success of this rapid-response support enabled the Mission to begin implementation of expanded programs in early 2001.

#### Performance and Prospects:

USAID's work with a group of target cities to support technical assistance has improved municipal administration and service delivery and strengthened existing municipal associations as decentralization advocates. This successful model is increasing local government capacity to deliver services and citizen participation in local decision-making. Replication and expansion of these programs will continue in 2001 to include an additional focus on transparency and accountability and promotion of private sector participation in municipal service delivery and finance. At the Fox Administration's request, USAID will initiate technical assistance to the Federal Executive Branch on federalism, decentralization, and municipal capacity building policy-making and programs, linking up the expertise generated to date by USAID's local governance programs to new GOM efforts in this area.

The Legislative Strengthening Project has contributed to modernization efforts of the Mexican Congress and the professionalization of newly appointed career congressional staff. The Mexican Congress recently passed legislation that overhauled its internal governing regime to streamline its administration and develop procedures and training systems that reflect the

country's pluralistic political reality. A strong speakership has been created for the first time, the number of committees has been reduced significantly, and a career service of professional analysts and researchers has been created. USAID sponsored technical exchanges with legislative staff and experts from more than 15 countries and sponsored graduate certificate courses for congressional staff. During 2001, USAID will continue support for the Budget Analysis Unit of the Chamber of Deputies, to enhance the Congress' constitutional functions of oversight and budget-making; the Legislative Research Service of the Congressional Library, to enhance legislative research, bill drafting, and bill analysis; and the new General Accounting Office, to improve its investigative audit capacity. USAID will also expand its cooperation to the national Senate, and extend training activities to Mexican State legislatures.

USAID's Rule of Law Program supported a Judicial Masters program cited by Fox's Transition Team as a model for judicial education initiatives; a program to demonstrate how court-sponsored mediation can increase access to justice; and the first national diagnostic of state court judiciaries. USAID also conducted an extensive assessment of Rule of Law activities carried out over the past three years. In FY 2001, USAID will extend the Judicial Masters program to at least one additional university; expand cooperation with the federal court to include continuing judicial education programs; initiate a model court administration project with at least one federal and two state courts; and provide technical assistance to court-sponsored mediation programs in at least three states.

For the July 2000 Mexican presidential race, USAID/Mexico supported activities that increased Mexican technical capacities for oversight of the pre-electoral campaign period; increased Mexican court, observer, and party technical capacity to adjudicate violations of state and federal electoral law; and brought international observer delegations to Mexico. In FY 2001, USAID will continue to provide assistance to the innovative state level electoral justice program begun on July 2, targeting key state and municipal races for observation missions and electoral adjudication training (Yucatan, Tabasco, Oaxaca, Chiapas). Several reports on the state and federal electoral justice process in 2000 and 2001 will be issued to contribute to the emerging debates in Mexico regarding electoral federalism and state level electoral reform. This activity is the only ongoing, local level electoral adjudication training program supported by USAID anywhere in the world--this innovative area for electoral support was raised by key Mexican counterparts as part of a 1999 Mission electoral assessment.

USAID supports the achievement of institutional sustainability of the Sociedad Mexicana Pro Derechos de la Mujer (Semillas), one of the largest granting foundations to grassroots women's development activities outside the U.S. USAID funds have supported Semillas to design a strategy for long-term financial sustainability by increasing Mexican donor support and reducing reliance on international funding. This activity will produce a model replicable for Mexican NGOs working in other USAID support sectors. The USAID-funded process has included strengthening board governance; staff development and professionalism; revision of administrative procedures; evaluation of their seed grant program; strategic planning; and the design of a Mexican donor based financial plan. In 1999, just one year after USAID's support began, funds available for small grants to women's organizations nearly tripled from the previous years' levels and the percentage provided by Mexican donors exceeded targets. In 2000, overall growth of the donation base and the increased share of Mexican funds continued.

President Fox also proposes new and bold initiatives to increase the effectiveness and accountability of GOM institutions. In support of these initiatives, USAID will provide assistance in two areas: 1) building Mexican capacity to develop and administer effective anti-corruption programs through technical assistance to and training for the federal comptroller's office and local non-governmental organizations, and 2) strengthening the capacity of the GOM officials to effectively implement policy reform and develop strategic management skills in support of government innovation efforts.

#### Possible Adjustments to Plans:

Given recent ESF increases planned for FY 2002, USAID/Mexico proposes to use the additional resources to expand existing USAID/Mexico Democracy initiatives to the southern states of Chiapas, Oaxaca and Guerrero, linking to President Fox's "March to the South" initiative to support democratic and economic development in this priority region of Mexico. These three states are Mexico's poorest, most rural, and most conflictive, with the largest indigenous populations in Mexico. Programs will be implemented through partnerships and small grants to Mexican and U.S. non-governmental institutions to provide technical assistance to Mexican state and local government entities to achieve Democracy SO goals and enhance results towards achievement of other USAID/Mexico Objectives in the areas of Environment, Energy, Health, and Microenterprise Objectives. This activity will support 1) decentralization, fair and transparent electoral processes, human rights protection and enhanced rule of law, and more democratic and accountable local and state governance, economic development promotion, migration reduction, and 2) President Fox's Plan Puebla-Panama for strengthened Mexico-Central America cooperation and development, linking activities in southern Mexico to similar Central American development activities.

#### Other Donor Programs:

USAID's local governance and decentralization objectives are advanced by the Ford Foundation, the Interamerican Development Bank (IDB), and the World Bank. Congressional strengthening results are complemented by grants to local NGOs from Ford Foundation, the National Democratic Institute, and the National Endowment for Democracy. Rule of law objectives are expected to be supported by future funding from the World Bank and the IDB, whose program development has been based in part on a review of USAID's recent diagnostic of Mexican court performance. The U.S. Department of Justice and State Department train Mexican prosecutors and police. Many private international foundations support increased access to human rights.

#### Major Contractors and Grantees:

International City/County Management Association, National Center for State Courts, State University of New York, University of New Hampshire, and Mexican Partners, the National University of Mexico, the Citizens' Movement for Democracy, and the Center for Attention to Victims of Crime.

## Performance Data Table

### Fiscal Year: FY2000

Objective Name: More democratic processes adopted in key government institutions

Objective ID: 523-003

Approved: June 1998

Country/Organization: USAID Mexico

Result Name: IR 3.1 More effective local governance in target areas

Indicator: Rating on the effective local government component of the Local Governance Milestone Index

Disaggregated By:

Unit of Measure: Number which reflects the average score of 6 target municipalities on a scale from 0-3

Year	Planned	Actual
1998 (B)	NA	.4524
1999	1	1.2619
2000	1.5	1.2381
2001	1.3	NA
2002	2	NA
2003	2.5	NA

Source:

ICMA project reports

Indicator/Description:

The scale measures local government effectiveness annually, according to internationally accepted standards defined by ICMA, in 7 areas: incorporation of citizen requests for information; availability of public information; incorporation of input from citizen committees; budget approval process; raising of operating revenues from local sources; inter-municipal cooperation; and service coverage. This indicator represents the effective use and implementation of the policies and procedures as measured in Indicators 3.1.1, 1 and 3.1.2, 1, below. Services include potable water, sewer, lighting, paved streets and garbage collection. The scores are determined annually by a panel of city management experts.

Comments:

Following initial baseline measurements in 1998, the structure of the Local Governance Milestone Index was evaluated and modified by ICMA with Mission input. This modification was encouraged by technical experts and will ensure more objective performance monitoring in subsequent years. With this modification, the original baseline measurements were re-calculated to achieve a new final average score to reflect the updated grouping of index elements. The above-reported baseline is now definitive, no subsequent modifications are expected.

## Performance Data Table

### Fiscal Year: FY2000

Objective Name: More democratic processes adopted in key government institutions

Objective ID: 523-003

Approved: June 1998

Country/Organization: USAID Mexico

Result Name: IR 3.3.1 Increased access to justice

Indicator: Percent of cases successfully mediated in target mediation centers

Disaggregated By:

Unit of Measure: Fraction where the denominator is all cases mediated and the numerator is all of those cases successfully mediated

Year	Planned	Actual
1998	NA	NA
1999(B)	15/50 = 30%	22/65 = 33.8%
2000	30/80 = 37.5%	40/96 = 41.7%
2001	45/100 = 45%	NA
2002	80/150 = 53.3%	NA
2003	120/200 = 60%	NA
2004	NA	NA

Source:

CENAVID Mediation Registries (Registros de Mediación)

Indicator/Description:

"Successful" means that at, or directly after the mediation, the parties agree to a resolution of their dispute, which is recorded in an agreement document ("Acuerdo Final de las Partes en la Mediación") signed by both parties. Target mediation centers include those operated by the Center for Attention to Victims of Crime (CENAVID) and the state of Jalisco public defenders office (Defensoria de Oficio del Supremo Tribunal de Justicia del Estado de Jalisco).

Comments:

Civil and family disputes were mediated this past year. CENAVID now conducts most mediations at the CRC (Centro de Resolución de Conflictos) located at its Main Office. The community mediation centers (Barrios Unidos en Cristo and Cristiano) now function primarily as referral centers for mediation cases. CENAVID also performs court-annexed mediation for the state of Jalisco public defenders office (Defensoria de Oficio del Supremo Tribunal de Justicia del Estado de Jalisco).

Note: The title of this indicator was updated to reflect the change in the community mediation centers to referral centers and the inclusion of mediation at the public defender's office. Baseline data was corrected to reflect that FY 1999 was the first year of mediation. Targets were adjusted to reflect more realistic goals over the next three years.

## Performance Data Table

### Fiscal Year: FY2000

Objective Name: More democratic processes adopted in key government institutions

Objective ID: 523-003

Approved: June 1998

Country/Organization: USAID Mexico

Result Name: 3.1 More democratic processes adopted in key government institutions (SO)

Indicator: Percent of municipalities in other states of Mexico that requested information from USAID target municipalities, ICMA, or from the participating municipal associations and implemented a local governance project based on that information

Disaggregated By:

Unit of Measure: Percent where the numerator is the number of municipalities that implemented projects and the denominator the total number of municipalities which requested information. The numbers will be cumulative over time.

Year	Planned	Actual
1998	N/A	N/A
1999	N/A	2/69=2.9%
2000	10/100=10%	6/80=7.5%
2001	100/800=12.5%	
2002	300/1200=25%	
2003	700/1500=46.6%	

Source:

ICMA project reports and records

Indicator/Description:

Projects implemented must be in the area of treasury, citizens' outreach, utilities/water, public lighting, solid waste or community policing. Implemented projects are understood as those actions that are undertaken due to what the municipalities' representatives learn and apply from their interactions with the target municipalities and/or ICMA.

Target municipalities are the six municipalities in the state of Jalisco receiving USAID assistance from the ICMA program. The program teams up with state governments, municipal associations and universities to promote municipal participation in information sharing events and more effective distance learning programs. Participating associations include the AMMAC (Asociacion Mexicana de Municipios, AC), the AALMAC (Asociacion de Autoridades Locales de Mexico, AC), and the FENAMM (Federacion Nacional de Municipios de Mexico).

Requested information includes formal requests as well as attendance at events co-sponsored by the ICMA local governance program. Events include open meetings in several states as well as distance learning programs broadcast around the country. ICMA will team up with the Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM) for the distance learning component.

Comments:

This is an SO level indicator, introduced at the end of FY 1999 to measure replication towards the SO.

The assessment of implemented projects will be conducted through regular surveys sent to those municipalities that have requested information from the Program and/or have attended an event in which ICMA has made presentations.

## SO Text for SO: 523-002 Enhanced Quality and Sustainability of HIV/AIDS/STI Services in Target States

Country/Organization: USAID Mexico

Objective ID: 523-002

Objective Name: Enhanced Quality and Sustainability of HIV/AIDS/STI Services in Target States

Self Assessment: Meeting Expectations

Primary Links to Agency Strategic Framework: **(Please Assign Percentages, Total Equals 100):**

0% 1.1 Critical private markets expanded and strengthened  
0% 1.2 More rapid and enhanced agricultural development and food security encouraged  
0% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable  
0% 2.1 Rule of law and respect for human rights of women as well as men strengthened  
0% 2.2 Credible and competitive political processes encouraged  
0% 2.3 The development of politically active civil society promoted  
0% 2.4 More transparent and accountable government institutions encouraged  
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded  
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased  
0% 4.1 Unintended and mistimed pregnancies reduced  
0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced  
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced  
100% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced  
0% 4.5 The threat of infectious diseases of major public health importance reduced  
0% 5.1 Threat of global climate change reduced  
0% 5.2 Biological diversity conserved  
0% 5.3 Sustainable urbanization including pollution management promoted  
0% 5.4 Use of environmentally sound energy services increased  
0% 5.5 Sustainable management of natural resources increased  
0% 6.1 Urgent needs in times of crisis met  
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: Global Issues: Environment, Population, Health

Primary Link to MPP Goals: Health

Secondary Link to MPP Goals (optional): Travel and Migrations

(Page limitations for narrative begin here):

Summary of the SO:

SO4 (523-007) supports the Agency objective "HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced." The Embassy's Mission Plan and Program (MPP) designates Mexico as a key country for infectious diseases and other health concerns. One of the Embassy's explicit objectives is to "promote GOM actions such as

enhanced access to HIV/AIDS services and information, improved policy environment and strategic planning for HIV/AIDS in target states to decrease the level of infectious diseases."

USAID/Mexico works with Mexico's national AIDS program (CONASIDA) to prepare selected states to assume responsibility for management, funding, and integration of HIV/AIDS and Sexually Transmitted Infections (STI) programs. USAID cooperates with CONASIDA and target states to: 1) assess their current and projected situations with respect to HIV/AIDS and STI; 2) formulate a strategic plan to address HIV/AIDS/STI; and 3) advocate for increased resources for HIV/AIDS/STI. The emphasis is on participatory planning and linkages between government and civil society.

The principal Intermediate Results for the achievement of the Strategic Objective are: improved HIV/AIDS/STI policy environment at the national and sub-national level, and increased capacity of public and private actors to deliver HIV/AIDS/STI services. Ultimate customers of these services are low-income Mexican men and women in the target states of Yucatan, Guerrero, Mexico, Oaxaca, Veracruz, Puebla, Jalisco, and the Federal District.

#### Key Results:

Multisectoral planning groups are operative in Yucatan, Guerrero, the State of Mexico, and the Federal District, and drawing on technical assistance from the USAID-funded Policy II Project to formulate strategic plans and analyze resource allocation for HIV/AIDS/STI. Lobbying and technical assistance from Policy were instrumental in the establishment of an HIV/AIDS clinic in Mexico City, the first of its kind in Mexico, and an HIV/AIDS program for Mexico City itself, where the largest number of AIDS cases has been reported. Advocacy by planning groups in Yucatan and Guerrero resulted in an increased line item for HIV/AIDS/STI in the 2000 annual state budgets. This is the first time that Yucatan has allocated funds specifically for HIV/AIDS/STI. The Yucatan planning group successfully advocated for state funding for a local laboratory and clinic for HIV/AIDS testing and treatment, and the state of Yucatan approved the use of state funds for antiretroviral (ARV) treatment for 10 people living with HIV. This represents a 50% increase over the number of people in Yucatan covered by the national ARV program.

The AIDS Policy Environment Survey was carried out in the four initial target states for which a baseline was established in 1998. The composite score for the four states rose six points, exceeding the established target of 55%, with Guerrero and the Federal District registering gains of more than 13 points each.

The USAID-funded International HIV/AIDS Alliance conducted 15 workshops on training of trainers, institutional strategic planning, external relations and lessons learned, attended by a total of 140 NGOs. NGOs from Campeche and Quintana Roo asked to join the group from the neighboring state of Yucatan already working with the Alliance, thereby widening the reach of the NGO capacity-building program to two additional states.

Results of a service provision assessment in 95 primary care facilities of the Secretariat of Health (SSA), carried out by Macro International and Mexico's National Institute of Public Health (INSP), were announced at a Seminar on International Cooperation in HIV/AIDS in January 2001. The results will form the basis for targeted improvement and measurement of quality of



care in HIV/AIDS/STI in SSA facilities in all target states in 2001-2003. The assessment provides data for CONASIDA and the SSA on adherence to national guidelines, and will form the basis for tailored training of health service providers in each state.

Mexico has been proactive in working with Central American countries and international donors to formulate a regional approach to HIV/AIDS prevention in populations who cross borders. USAID/Mexico has initiated support for a regional South-South activity coordinated by the INSP for design, implementation, and evaluation of a coordinated approach to HIV/AIDS prevention in mobile populations of Mexico and Central America. To maximize impact, the activity targets geographic points where mobile populations converge, such as truck routes, border towns, ports, and trade centers. Fieldwork at 11 sites began in early 2001. The activity directly benefits U.S., as well as Mexican citizens; and will enhance the effectiveness of USAID/Mexico and Central America Missions' HIV/AIDS programs.

#### Performance and Prospects:

State-level planning groups are strengthening the democratic process and building a community response to HIV/AIDS in Yucatan, Guerrero, the State of Mexico, and the Federal District (Mexico City), receiving technical assistance in key areas such as gender, human rights, and adolescent issues, but no direct funding from Policy II or USAID/Mexico. Planning groups in Veracruz and Oaxaca are expected to be functioning by the end of calendar year 2001. An evaluation of the impact of participation on the policy environment in Mexico and Guatemala, carried out in February 2000, found that although the process of fostering participatory planning was slower and more costly than anticipated, it was creating a strong foundation for sustainable advocacy efforts.

The USAID-funded IMPACT project of Family Health International is providing technical assistance to the National AIDS Program (CONASIDA) in developing the first national guidelines for STI management. In 2000, IMPACT collaborated with CONASIDA on an algorithm validation study and a female condom study, through agreements with local NGOs. Data gathered on STI prevalence, treatment regimens, and antimicrobial resistance will inform new STI prevention, diagnosis, and treatment protocols included in national guidelines.

The female condom study is collecting data from 90 commercial sex workers (CSWs), and 120 women from the general population to determine whether availability of the female condom increases the number of protected sex acts among CSWs and whether it is a viable method for the general population. Study findings will be used to support inclusion of the female condom in the Mexican contraceptive method mix.

In 2000, NGOs working with the International HIV/AIDS Alliance improved internal functioning and outreach programs to other NGOs and the public sector. At the request of local NGOs, the Alliance will expand its program to focus on improving technical, as well as institutional strengthening, and encourage more evidence-based programming by NGOs. This new area will serve to complement and reinforce on-going capacity building in strategic planning and external relations.

Benchmarks for FY 2001-2003 include: 1) completed female condom study; 2) strategic plans for HIV/AIDS/STI developed in three additional states; 3) completion of baseline AIDS Policy

Environment Scores in final two states; 4) publication of STI national guidelines; 5) training modules developed and utilized for health service providers in target states.

Possible Adjustments to Plans:

In 2001 there will be an evaluation of the multisectoral planning process in target states covered to date, in order to identify common facilitating factors as well as obstacles or weaknesses. Time and resources required to achieve results will also be examined in hopes of streamlining the process in the remaining states. At the same time, training in gender and advocacy will be increased through workshops in target states.

CONASIDA has requested assistance with measuring and decreasing stigma, as well as assistance to state level programs in harmonizing indicators and more effective use of data for decision-making at the state level.

The change of government in Mexico in December 2000 has to date had little effect on the SO, with key counterparts in HIV/AIDS remaining in their posts. The new Secretary of Health expresses strong support for CONASIDA as well as a disposition to work with HIV/AIDS NGOs. The GOM is currently preparing a national plan, including a plan for HIV/AIDS/STI, that will signal the level of commitment of the new conservative government.

Other Donor Programs:

USAID continues to be the largest donor in this field. Various donors sponsor activities that complement USAID's. These include the World Bank-funded regional project for Latin America (SIDALAC); the joint United Nations Programme on HIV/AIDS (UNAIDS); and the Ford Foundation. USAID/Mexico has leveraged funding from Japan under the Common Agenda mechanism, and as a result, Japan will provide \$800,000 of HIV/AIDS- related equipment in coordination with USAID/Mexico's program, over four years. Mexico recently requested that \$20 million of an existing World Bank loan be applied to HIV/AIDS from 2001-2006, with a focus on prevention in large cities.

Major Contractors and Grantees:

Contractors are the International HIV/AIDS Alliance, working on NGO strengthening; Family Health International, providing technical assistance to CONASIDA on development of national guidelines for STI and their integration into state HIV/AIDS programs; Futures Group International, working in multisectoral strategic planning; and Macro International, Tulane University and the University of North Carolina, monitoring and evaluation.

## Performance Data Table

### Fiscal Year: FY2000

Objective Name: Enhanced quality and sustainability of HIV/AIDS/STI services in target states

Objective ID: 523-002

Approved: June 1998

Country/Organization: USAID Mexico

Result Name: Enhanced quality and sustainability of HIV/AIDS/STI services in target states (SO)

Indicator: Number of target states with on-going public-private collaborations

Disaggregated By:

Unit of Measure: Cumulative number of states

Year	Planned	Actual
1998(B)	NA	0
1999	2	2
2000	4	4
2001	6	NA
2002	7	NA
2003	8	NA

Source:

Policy Project/The Futures Group

Indicator/Description:

The cumulative numbers of target states that have or have created a mechanism during the year for on-going public-private collaboration around HIV/AIDS/STI issues.

Comments:

On-going public-private collaboration is defined as the existence of a multisectoral coordinating group engaged in activities that may include the development of a strategic plan, fund-raising and allocation of organizational resources towards HIV/AIDS/STI activities, and/or joint advocacy.

## Performance Data Table

### Fiscal Year: FY2000

Objective Name: Enhanced quality and sustainability of HIV/AIDS/STI services in target states

Objective ID: 523-002

Approved: June 1998

Country/Organization: USAID Mexico

Result Name: IR 2.1 Improved HIV/AIDS/STI policy environment at the national and subnational level

Indicator: Change in AIDS Policy Environment Score (APES): Set 1\*

Disaggregated By:

Unit of Measure: Percent

Year	Planned	Actual
1998(B)	NA	50
2000	55	56.4
2002	60	NA

Source:

Policy Project/Futures Group

Indicator/Description:

The APES is an instrument designed by the Futures Group International to measure the degree to which the policy environment in a particular country supports HIV/AIDS prevention, quality of care, human rights, and mitigation of negative effects on society

Comments:

Target states are Guerrero, Yucatán, México, Puebla, Oaxaca, Jalisco, Veracruz, and the Federal District. The APES is composed of seven categories: political support, policy formulation, organizational structure, legal and regulatory environment, program resources, program components, and evaluation and research. \*In 1998, the APES baseline assessment was conducted in Mexico, Guerrero, Yucatan, and the Federal District (Set 1). In 2000, APES baseline data will be gathered in Veracruz and Oaxaca (Set 2). In 2001 it will be gathered in Jalisco and Puebla (Set 3). The indicator is reported as the averaged percentage APES score.

## Performance Data Table

### Fiscal Year: FY2000

Objective Name: Enhanced quality and sustainability of HIV/AIDS/STI services in target states

Objective ID: 523-002

Approved: June 1998

Country/Organization: USAID Mexico

Result Name: IR 2.1 Improved HIV/AIDS/STI policy environment at the national and subnational level

Indicator: Change in AIDS Policy Environment Score (APES): Set 2\*

Disaggregated By:

Unit of Measure: Percent

Year	Planned	Actual
2000(B)	50	39
2002	60	NA

Source:

Policy Project/Futures Group

Indicator/Description:

The APES is an instrument designed by the Futures Group International to measure the degree to which the policy environment in a particular country supports HIV/AIDS prevention, quality of care, human rights, and mitigation of negative effects on society

Comments:

Target states are Guerrero, Yucatán, México, Puebla, Oaxaca, Jalisco, Veracruz, and the Federal District. The APES is composed of seven categories: political support, policy formulation, organizational structure, legal and regulatory environment, program resources, program components, and evaluation and research. In 1998, the APES baseline assessment was conducted in Mexico, Guerrero, Yucatan, and the Federal District (Set 1). \*In 2000, APES baseline data will be gathered in Veracruz and Oaxaca (Set 2). In 2001 it will be gathered in Jalisco and Puebla (Set 3). The indicator is reported as the averaged percentage APES score.

## Performance Data Table

### Fiscal Year: FY2000

Objective Name: Enhanced quality and sustainability of HIV/AIDS/STI services in target states

Objective ID: 523-002

Approved: June 1998

Country/Organization: USAID Mexico

Result Name: IR 2.1 Improved HIV/AIDS/STI policy environment at the national and subnational level

Indicator: Change in AIDS Policy Environment Score (APES): Set 3\*

Disaggregated By:

Unit of Measure: Percent

Year	Planned	Actual
2001(B)	50	NA
2003	60	NA

Source:

Policy Project/Futures Group

Indicator/Description:

The APES is an instrument designed by the Futures Group International to measure the degree to which the policy environment in a particular country supports HIV/AIDS prevention, quality of care, human rights, and mitigation of negative effects on society

Comments:

Target states are Guerrero, Yucatán, México, Puebla, Oaxaca, Jalisco, Veracruz, and the Federal District. The APES is composed of seven categories: political support, policy formulation, organizational structure, legal and regulatory environment, program resources, program components, and evaluation and research. In 1998, the APES baseline assessment was conducted in Mexico, Guerrero, Yucatan, and the Federal District (Set 1). In 2000, APES baseline data will be gathered in Veracruz and Oaxaca (Set 2).

\*In 2001 it will be gathered in Jalisco and Puebla (Set 3). The indicator is reported as the averaged percentage APES score.

## Performance Data Table

### Fiscal Year: FY2000

Objective Name: Enhanced quality and sustainability of HIV/AIDS/STI services in target states

Objective ID: 523-002

Approved: June 1998

Country/Organization: USAID Mexico

Result Name: IR 2.2 Increased capacity of governmental and non-governmental partners to deliver HIV/AIDS/STI services

Indicator: Number of HIV/AIDS NGOs in target states with improved strategic plans

Disaggregated By:

Unit of Measure: Cumulative number of HIV/AIDS NGOs

Year	Planned	Actual
1998(B)	NA	0
1999	13	56
2000	36	58
2001	45	NA
2002	54	NA
2003	63	NA

Source:

International HIV/AIDS Alliance documentation (provided by Colectivo Sol and focal point NGOs in each state)

Indicator/Description:

Number of HIV/AIDS NGOs in target states with demonstrably improved strategic plans which include external relations and alliance building strategies.

Comments:

Target states for 1998-1999 are Guerrero, Yucatán, Mexico, Federal District. For 2000-2003 target states are Puebla, Oaxaca, Jalisco, and Veracruz. HIV/AIDS Alliance will monitor the percentage and number of leading AIDS NGOs, People with AIDS (PWA) groups and civil society activists who received training/technical assistance in the program which have improved strategic plans including external relations and alliance building strategies. Data is obtained through structured interviews. Targets were adjusted upwards based on 1999 performance exceeding plans.

## **SO Text for SO: 523-008 A Sustainable and Effective Institutional Capacity Developed to Diagnose, Control and Monitor Tuberculosis in Target Areas**

Country/Organization: USAID Mexico

Objective ID: 523-008

Objective Name: A Sustainable and Effective Institutional Capacity Developed to Diagnose, Control and Monitor Tuberculosis in Target Areas

Self Assessment: Meeting Expectations

Primary Links to Agency Strategic Framework: **(Please Assign Percentages, Total Equals 100):**

0% 1.1 Critical private markets expanded and strengthened  
0% 1.2 More rapid and enhanced agricultural development and food security encouraged  
0% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable  
0% 2.1 Rule of law and respect for human rights of women as well as men strengthened  
0% 2.2 Credible and competitive political processes encouraged  
0% 2.3 The development of politically active civil society promoted  
0% 2.4 More transparent and accountable government institutions encouraged  
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded  
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased  
0% 4.1 Unintended and mistimed pregnancies reduced  
0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced  
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced  
0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced  
100% 4.5 The threat of infectious diseases of major public health importance reduced  
0% 5.1 Threat of global climate change reduced  
0% 5.2 Biological diversity conserved  
0% 5.3 Sustainable urbanization including pollution management promoted  
0% 5.4 Use of environmentally sound energy services increased  
0% 5.5 Sustainable management of natural resources increased  
0% 6.1 Urgent needs in times of crisis met  
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: Global Issues: Environment, Population, Health

Primary Link to MPP Goals: Health

Secondary Link to MPP Goals (optional):

(Page limitations for narrative begin here):

Summary of the SO:

The Embassy's Mission Performance Plan states, "The environment we share with Mexico includes a 2,000-mile land border and two oceans, making our interest in protecting the environment, promoting sustainable development, and strengthening programs of disease control



incontrovertible." Tuberculosis in Mexico directly affects U.S. citizens through: (1) migration of infected individuals to U.S. border areas and beyond (approximately 40% of U.S. tuberculosis cases are traceable to migrants, mostly from Mexico, Vietnam, and the Philippines), (2) difficulty in identifying these individuals and ensuring continuity of treatment, and (3) the risk of epidemic facilitated by HIV/AIDS. The six Mexican states along the U.S. border report approximately 20% of Mexico's cases and have tuberculosis morbidity and mortality rates higher than the Mexican national average.

Reduction of the incidence and transmission of TB cannot be achieved by prevention and control activities solely along the U.S./Mexico border. Infected persons arrive in the border areas daily from the southern part of Mexico where economic and social conditions favor continued TB transmission. Hence, an integrated and geographically widespread approach is necessary to effectively combat tuberculosis. The Embassy Program Plan calls for USAID and EST to promote GOM support for and collaboration with global surveillance and response to infectious disease threats such as tuberculosis and antimicrobial resistance. Beneficiaries of this activity include people with tuberculosis and those at risk for contracting the disease, including tuberculosis patient contacts residing in rural and urban areas of the priority municipalities in the 13 states listed below.

#### Key Results:

The program will improve national and local commitment to tuberculosis control; increase use of laboratory-based diagnosis to identify tuberculosis cases; improve treatment through directly observed therapy; and improve epidemiological surveillance mechanisms.

Results achieved during FY 2000 are primarily the result of Mexico's efforts to strengthen their tuberculosis program, since implementation of USAID project activities began after the end of the fiscal year. In any event, it is clear that Mexico's efforts are paying off, as shown by increases from last year in the proportion of tuberculosis cases detected and cured (41% to 47.5% and 75% to 83.9%, respectively). In addition, the percentage of laboratories providing tuberculosis services under the national quality control program increased from 80% to 90%. Results next year should improve, as USAID funding has already been instrumental in strengthening services in the priority states.

At this moment, Mexico's information systems do not permit reporting by gender. However, USAID/Mexico will work with counterparts to disaggregate two of the four reported indicators (proportion of tuberculosis cases detected and cured) by gender, because studies have shown that women may have to negotiate more barriers in seeking treatment, yet they tend to be more compliant than men with treatment regimens. These barriers could include: self-image, status in family and society, access to resources, manifestation and expression of symptoms, and stigma associated with tuberculosis.

#### Performance and Prospects:

USAID/Mexico's Tuberculosis Strategy, approved in December 1999, aims to provide an increased awareness of TB, reduce transmission of the disease, and decrease mortality. There are four Intermediate Results considered for obtaining the strategic objective: (1) improved national and local political and administrative commitment to a tuberculosis control program; (2) increased use of laboratory-based diagnosis to identify tuberculosis cases; (3) improved directly

observed therapy meeting strict case definitions; and (4) improved mechanisms for monitoring program activities.

USAID and the Mexican Secretariat of Health signed the Tuberculosis Strategic Objective Grant Agreement on August 21, 2000. USAID will partner with U.S. government agencies, international health organizations, non-governmental organizations, and the Mexican National Tuberculosis program to administer direct observation of a complete six-months course of short-course therapy to all new tuberculosis patients, upgrade laboratory capacity, staff training, and improved treatment monitoring. The activity will also strengthen national and international referral systems. The states selected for initial project implementation are Baja California, Sonora, Chihuahua, Coahuila, Nuevo León, and Tamaulipas on the northern border; Chiapas, on the Mexican border with Central America; and Jalisco, Veracruz, Michoacán, Guerrero, Oaxaca, and San Luis Potosí.

USAID/Mexico and the SSA, in collaboration with USAID/Washington and the Centers for Disease Control and Prevention (CDC) developed the First-Year Workplan and the proposed Performance Monitoring Plan in February 2000. First-year activities include providing support for strengthening the SSA's ability to manage this large grant agreement, through hiring of project personnel, state-level supervisors, and administrative staff, and through training of national and state-level personnel. In addition, the following activities are currently being implemented:

IR 5.1: a) enhanced collaboration among key stakeholders through USAID and project personnel participation in GOM's existing inter-institutional meetings on tuberculosis; and b) creation of an educational campaign to raise the level of awareness of service providers and to motivate persons with symptoms suggestive of pulmonary tuberculosis to seek immediate and appropriate medical care. The campaign will be planned and designed using the results of the operations research study below.

IR 5.2: purchase of laboratory equipment (microscopes and safety hoods) for both the SSA (public health service) and the Mexican Social Security Institute (IMSS) in the priority states, as well as the purchase of an autoclave and coagulator for the INDRE.

IR 5.3: a) operations research on the tuberculosis program to: 1) establish an initial assessment of program operation in the 13 priority states and 2) to establish a permanent and sustainable monitoring and evaluation system of the Tuberculosis Prevention and Control Program. It will help identify factors that affect DOTS outcomes; determine methodologies to be replicated in other locations by the GOM and/or NGOs; and evaluate state and local GOM and NGO TB services and programs, epidemiological surveillance, and laboratory network operations. This activity is being carried out in collaboration with CDC.

IR 5.4: a) development of National Tuberculosis Management Information System, which will support efficient and effective monitoring of program planning, inputs (such as infrastructure, laboratories, promotional materials, and medications), continuous training of personnel, and evaluation of personnel and laboratory productivity; and b) evaluation of border TB epidemiologic surveillance systems, in order to evaluate the operation of the Epidemiologic

Surveillance System in the northern border areas of Mexico; evaluate the information contained in the National Epidemiologic Surveillance System in the border areas as well as the systems used along the four U.S. border states; identify the binational systems (Epi-TB, CURE-TB, TB-NET, etc.) and evaluate their effectiveness, identifying possible areas of integration.

USAID and the Secretariat of Health have begun planning for future implementation, which will most likely include promoting continued collaboration, resources, skills, and information among key stakeholders in the public and private sectors; implementation of an education campaign, including approaches used by NGOs, to encourage people with symptoms suggestive of pulmonary tuberculosis to seek prompt and appropriate medical care; continued training of medical and paramedical personnel in DOTS, and creation of regional training centers; improved DOTS services for special populations, including migrants, indigenous people, migrant farm workers in Mexico, and those with HIV/AIDS, malnutrition, diabetes, and addictions; and through NGO-GOM collaboration, research on possible alternative methods of providing directly observed therapy, especially in remote areas.

#### Possible Adjustments to Plans:

The new Fox Administration has retained the key Mexican counterpart staff, so the TB SO sees no immediate changes from previously agreed upon approaches and program priorities.

#### Other Donor Programs:

Other current donors to Mexico's National Tuberculosis Prevention and Control Program include The Pan American Health Organization (PAHO) and the National Committee for the Fight Against Tuberculosis and Respiratory Diseases, a Mexican NGO. While the major responsibility for implementation of Mexico's National Tuberculosis Prevention and Control Program belongs to the GOM, these donors provide technical assistance, and support for training of health personnel, strengthening of the national public health laboratory network, purchase of computer equipment, production of educational and training materials, and supervision. Japan, under the Common Agenda framework, has agreed to provide \$800,000 over four years for equipment and technical cooperation complementary to USAID's program, the implementation details, however, remain to be worked out. USAID's program will be enhanced in the border states by collaboration with the U.S. border states and their binational programs funded by CDC, HRSA, and PAHO.

#### Major Contractors and Grantees:

The Mexican federal Secretariat of Health (Division of Prevention and Control of Mycobacteriosis and the Epidemiological Surveillance Center) and secretariats in 13 states; Institute of Epidemiological Diagnosis and Reference (INDRE); and other members of Mexico's national tuberculosis program: social security institutes (IMSS and IMSS-Solidaridad), and the social security institute for state employees (ISSSTE). USAID will also be working closely with the U.S. Centers for Disease Control and Prevention (CDC), which provides technical support to the program. In addition, USAID continues to participate actively in Ten Against TB, and collaborates where objectives and priorities overlap.

## Performance Data Table

### Fiscal Year: 2000

Objective Name: A sustainable and effective institutional capacity developed to diagnose, control and monitor tuberculosis in target areas

Objective ID: 523-008

Approved: December 1, 1999

Country/Organization: USAID Mexico

Result Name: A sustainable and effective institutional capacity developed to diagnose, control and monitor tuberculosis in target areas (SO)

Indicator: Proportion of tuberculosis cases detected

Disaggregated By:

Unit of Measure: Percent

Year	Planned	Actual
1999	NA	41%
2000	80%	47.5%
2001	80%	NA
2002	90%	NA
2003	90%	NA
2004	90%	NA

Source:

SUIVE (Epidemiologic Surveillance Information System), weekly information from SSA's Epidemiology Department, and estimations of cases done by the Epidemiology Department.

Indicator/Description:

Number of cases of tuberculosis notified divided by the amount of cases expected

Comments:

Time frame: January to September 2000. Information from the first quarter of FY 2000 not available.

Target areas: Baja California, Sonora, Chihuahua, Coahuila, Nuevo Leon, Tamaulipas, Chiapas, Oaxaca, Veracruz, Guerrero, Jalisco, Michoacan, and San Luis Potosi.

Institutions included: SSA, IMSS (including IMSS-Solidaridad), and ISSSTE.

## Performance Data Table

### Fiscal Year: FY2000

Objective Name: A sustainable and effective institutional capacity developed to diagnose, control and monitor tuberculosis in target areas

Objective ID: 523-008

Approved: December 1, 1999

Country/Organization: USAID Mexico

Result Name: A sustainable and effective institutional capacity developed to diagnose, control and monitor tuberculosis in target areas (SO)

Indicator: Proportion of tuberculosis cases cured

Disaggregated By:

Unit of Measure: Percent

Year	Planned	Actual
1999	NA	75%
2000	90%	83.9%
2001	90%	NA
2002	90%	NA
2003	95%	NA
2004	95%	NA

Source:

SUIVE (Epidemiologic Surveillance Information System), Epi-TB

Indicator/Description:

Number of cases cured divided by number of cases who finished treatment

A key indicator of the effectiveness of a DOTS program is cure rate. This measures the percentage of cases bacteriologically confirmed by positive smear microscopy at diagnosis that successfully convert to negative bacteriology at the conclusion of their treatment.

Comments:

Time frame: January to September 2000. Information from the first quarter of FY2000 not available.

Target areas: Baja California, Sonora, Chihuahua, Coahuila, Nuevo León, Tamaulipas, Chiapas, Oaxaca, Veracruz, Guerrero, Jalisco, Michoacán, and San Luis Potosí.

Institutions included: SSA, IMSS (including IMSS-Solidaridad), and ISSSTE.

## Performance Data Table

### Fiscal Year: FY2000

Objective Name: A sustainable and effective institutional capacity developed to diagnose, control and monitor tuberculosis in target areas

Objective ID: 523-008

Approved: December 1, 1999

Country/Organization: USAID Mexico

Result Name: IR 8.1 Improved national and state political and administrative commitment to a tuberculosis control program

Indicator: Number of interinstitutional meetings convened at the national level with representatives of the National Program and each of the major health systems involved in tuberculosis prevention and control

Disaggregated By:

Unit of Measure: Number

Year	Planned	Actual
1999	NA	0
2000	1	0
2001	4	NA
2002	4	NA
2003	3	NA
2004	3	NA

Source:

Meeting notes

Indicator/Description:

Number of interinstitutional meetings.

A key element of the DOTS strategy is political/administrative commitment. This indicator will measure concrete evidence of the national, state and local governments' commitment toward effective tuberculosis control and prevention activities based on the DOTS strategy. Meetings will be held to discuss progress, identify problems, propose actions to resolve problems, delineate next steps and develop consensus.

Comments:

Time frame: January to September 2000. Information from the first quarter of FY2000 not available.

Target areas: Baja California, Sonora, Chihuahua, Coahuila, Nuevo León, Tamaulipas, Chiapas, Oaxaca, Veracruz, Guerrero, Jalisco, Michoacán, and San Luis Potosí.

Institutions included: SSA, IMSS (including IMSS-Solidaridad), and ISSSTE.

## Performance Data Table

### Fiscal Year: FY2000

Objective Name: A sustainable and effective institutional capacity developed to diagnose, control and monitor tuberculosis in target areas

Objective ID: 523-008

Approved: December 1, 1999

Country/Organization: USAID Mexico

Result Name: IR 8.2 Increased use of laboratory-based diagnosis to identify tuberculosis cases

Indicator: Proportion of TB laboratories in the priority areas participating in INDRE's quality assurance program

Disaggregated By:

Unit of Measure: Percent

Year	Planned	Actual
1999	NA	80
2000	90	90
2001	90	NA
2002	95	NA
2003	100	NA
2004	100	NA

Source:

Reports on Quality Control from the INDRE, and quarterly INDRE reports

Indicator/Description:

Number of laboratories with quality control programs divided by the total number of laboratories

INDRE, the National Institute of Epidemiological Diagnosis and Reference, has a quality assurance mechanism to evaluate the performance of TB laboratories performing smear microscopy and culture identification. This helps to ensure that laboratories are performing at an acceptable level in support of the diagnostic efforts of TB clinics. FY2000 data is for the Secretaria de Salud (SSA) only.

Comments:

Time frame: January to September 2000. Information from the first quarter of FY2000 not available.

Target areas: Baja California, Sonora, Chihuahua, Coahuila, Nuevo León, Tamaulipas, Chiapas, Oaxaca, Veracruz, Guerrero, Jalisco, Michoacán, and San Luis Potosí.

Institution included: SSA only.

## SO Text for SO: 523-009 Strengthen Institutional Base for Sustainable Microenterprise Growth by Supporting Mexican Initiatives

Country/Organization: USAID Mexico

Objective ID: 523-009

Objective Name: Strengthen Institutional Base for Sustainable Microenterprise Growth by Supporting Mexican Initiatives

Self Assessment: Meeting Expectations

Primary Links to Agency Strategic Framework: **(Please Assign Percentages, Total Equals 100):**

0% 1.1 Critical private markets expanded and strengthened  
0% 1.2 More rapid and enhanced agricultural development and food security encouraged  
100% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable  
0% 2.1 Rule of law and respect for human rights of women as well as men strengthened  
0% 2.2 Credible and competitive political processes encouraged  
0% 2.3 The development of politically active civil society promoted  
0% 2.4 More transparent and accountable government institutions encouraged  
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded  
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased  
0% 4.1 Unintended and mistimed pregnancies reduced  
0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced  
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced  
0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced  
0% 4.5 The threat of infectious diseases of major public health importance reduced  
0% 5.1 Threat of global climate change reduced  
0% 5.2 Biological diversity conserved  
0% 5.3 Sustainable urbanization including pollution management promoted  
0% 5.4 Use of environmentally sound energy services increased  
0% 5.5 Sustainable management of natural resources increased  
0% 6.1 Urgent needs in times of crisis met  
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: Economic Prosperity

Primary Link to MPP Goals: Economic Development

Secondary Link to MPP Goals (optional): No Secondary Linkage

(Page limitations for narrative begin here):

Summary of the SO:

The number of Mexicans living below the poverty line is estimated at 50 million; or half the population. An estimated 60% drop in real wages since the 1995 peso devaluation, plus insufficient new job creation, is driving rising migration within Mexico and to other countries,



e.g., the United States. A substantial increase in unsalaried employment since 1995 shows that microenterprise (ME) is a significant source of income for poor Mexicans. Mexico's new president, Vicente Fox, has announced that support for the under-served ME sector will be a high priority of his administration's policy, to alleviate poverty.

Strengthening the weak microenterprise financial institutional (MFI) system would expand ME access to credit, thereby helping microentrepreneurs start or expand businesses; link to the mainstream economy; and generate income and new employment to relieve some of the economic pressures behind migration. In addition, helping rural people adopt more viable income-earning alternatives to destructive land-use patterns, and/or adopt more energy-efficient technologies will help USAID/Mexico meet its Strategic Objectives in biodiversity conservation, and reduction of greenhouse gases.

#### Key Results:

Activities under the Special Objective (SpO) are to strengthen the financial institutional base needed to stimulate greater ME growth. To achieve this, the strategy seeks the following Intermediate Results: (1) Microenterprise finance institutions (MFIs) and other service providers define constraints to ME growth, and organize collaborative Mexican initiatives to address those problems; (2) MFI management and capitalization strengthened, in order to increase ME access to credit and financial services; (3) Increased GOM understanding of the role of microenterprise in the national economy, and identification of high out-migration areas where improved ME financial services are needed; (4) Models developed to provide services to rural microenterprise, in support of USAID/Mexico's environmental and energy SOs; and (5) MFIs assisted in accessing credit bureau services to reduce their risks and operating costs.

#### Performance and Prospects:

Formation of a Mexican Working Group (MWG) to provide policy guidance for ME strategy implementation will help achieve the first Intermediate Result. The Mission's ME strategy identified lack of a legal/regulatory framework as a key constraint to sustainable growth of MFIs. But serious work on such a framework could not begin until Mexico's new president, Vicente Fox, took office (December 2000). Since his arrival in-country (November 2000), USAID's long-term ME technical advisor has worked intensively with the MWG, MFI partners, and Mexican authorities to recommend structure and changes that will strengthen the new law. Work on the law, and its implementing regulations that will follow, directly supports the ME strategy Intermediate Result of collaborative definition of the institutional needs (or vision) of Mexico's ME finance sector. On February 20, 2001, two Development Credit Authority (DCA) guarantee agreements were signed. One guarantees \$2.0 million for a partner MFI to make new ME loans; and the other guarantees a \$1.0 million loan from US bank Wells Fargo to another partner MFI for increased ME lending. The DCA guarantees are the first-ever for Mexico. Once the Conditions Precedent are met, these guarantees will help satisfy another Intermediate Result: increasing capital available for ME lending. To meet the strategy's migration-related Intermediate Result, special studies are well underway at two Mexican universities, to identify high out-migration areas that need improved ME financial support services.

#### Possible Adjustments to Plans:

The ME finance sector is undergoing major change, due to President Fox's strong support for ME credit. The policy decisions evolving rapidly in the drafting of the new Credit and Savings

Protection Law will have an impact on USAID's ability to meet the Special Objective. But until the law is passed, and the regulations are drafted, the nature and extent of the impact cannot be determined. The MFI partners, Pro Desarrollo, and Mexican authorities have asked that the USAID-funded technical advisor assist them in formulation of the new law and implementing regulations; and as well as in the complex transformation of MFI operating structures, to comply with the new law. Commitment of the advisor's time to the legislative work means he cannot carry out certain activities that were programmed to start in FY 2001, e.g. financial management strengthening advice and training for individual MFI partners. The Mission is revising the strategy implementation plan, and seeking additional FY 2001 funds, to provide more short-term technical advisors who can carry out these activities.

When the strategy was approved, it was uncertain what findings would emerge from the special migration-microenterprise studies. Initial results now point to a relationship between local availability of economic opportunity through microenterprise, and decisions to migrate. The studies should produce data by summer 2001 that will identify areas of high out-migration and their specific ME financial services needs. The Mission is requesting another \$1.0 million in FY 2002, and a two-year extension of the program (to FY 2005), to develop models for extending microenterprise financial services to selected high out-migration areas, based on the study findings.

USAID/Mexico is monitoring a recent Inter-American Development Bank (IDB) loan to Mexico's National Development Bank (NAFINSA), of which \$500,000 is designated for technical assistance for ME lending. The Mission will also provide technical and policy advice to the GOM's Economic and Commerce Secretariat (SEDECO), informally, on implementation of President Fox's recent directive to create a \$20 million public sector ME credit fund. The Mission will consult informally with the World Bank and GOM authorities, on a proposal to convert the \$140 million National Savings Bond Fund (PAHNAL) into a bank that might lend to microenterprise. Any of these new initiatives could have an effect on the structure/implementation of the USAID ME strategy.

Financial institution strengthening does not lend itself readily to Women in Development impact measures. However, the Mission will work with its partner microenterprise financial institutions (MFIs) to encourage the hiring and training of women on their professional staffs. The MFIs will also be encouraged to develop credit products for women micro-entrepreneurs, as well as men, working above the subsistence level.

#### Other Donor Programs:

USAID will monitor two small, experimental projects funded by other bilateral donors, to determine whether a model is emerging for cost-effective business training for microentrepreneurs; and will provide informal assistance to disseminate the model, if appropriate. USAID will collaborate with the Ford Foundation, building on prior IDB and World Bank work, to develop an inventory of local organizations working in rural areas. The purpose will be to identify any organizations that could form part of a future core group of rural ME support institutions.

Major Contractors and Grantees:

Coordination of MWG activities is handled by Mexican NGO, Pro Desarrollo. USAID/Mexico contracted competitively with Chemonics International to provide long- and short-term technical assistance and program management under an Indefinite Quantity Contract (IQC) managed by USAID/Washington's Global Bureau. USAID/Mexico contracted two qualified Mexican universities to carry out the special microenterprise-migration studies.

## Performance Data Table

### Fiscal Year: 2000

Objective Name: Institutional Base for Sustainable Growth by Supporting Mexican Initiatives

Objective ID: 523-009

Approved: 2000

Country/Organization: USAID Mexico

Result Name: Sub IR 1.1 Mexican objectives for strengthening the institutional foundations for microenterprise define and action mechanisms developed

Indicator: Mexican Working Group formed, to provide strategy policy direction

Disaggregated By:

Unit of Measure: Number

Year	Planned	Actual
2000	NA	0
2001	1	NA
2002	1	NA

Source:

Working Group meeting minutes

Indicator/Description:

Formation of Working Group to provide policy guidance for the implementation of the Microenterprise strategy. The indicator is not cumulative.

Comments:

## Performance Data Table

### Fiscal Year: 2000

Objective Name: Institutional Base for Sustainable Growth by Supporting Mexican Initiatives

Objective ID: 523-009

Approved: 2000

Country/Organization: USAID Mexico

Result Name: Sub IR 2.2 Sustainable source(s) of capital accessed for microenterprise

Indicator: Sources of new capital for MFIs accessed

Disaggregated By:

Unit of Measure: Number of sources of capital (organizational sources)

Year	Planned	Actual
2000	NA	0
2001	1	NA
2002	0	NA

Source:

New capital DCA guarantee agreements

Indicator/Description:

Number of new sources of capital that are accessed by MFIs.

Comments:

## Performance Data Table

### Fiscal Year: FY2000

Objective Name: Institutional Base for Sustainable Growth by Supporting Mexican Initiatives

Objective ID: 523-009

Approved: 2000

Country/Organization: USAID Mexico

Result Name: Sub IR 2.3 MFIs institutional capacity strengthened, to increase microenterprise access to credit and financial services

Indicator: MFIs with strengthened operating procedures and management controls

Disaggregated By:

Unit of Measure: Completed workplans

Year	Planned	Actual
2000	NA	0
2001	3	NA
2002	2	NA
2003	1	NA

Source:

Long-term Advisor (working with MFIs)

Indicator/Description:

Number of completed mutually agreed upon operating procedure workplans.

Comments:

## Performance Data Table

### Fiscal Year: 2000

Objective Name: Institutional Base for Sustaining Growth by Supporting Mexican Initiatives

Objective ID: 523-009

Approved: 2000

Country/Organization: USAID Mexico

Result Name: Sub IR 3.2 Relationship analyzed between microenterprise and the need to migrate. Results used to inform on possible revised targeting of resources.

Indicator: Key research completed on migration-microenterprise relationship; microenterprise contribution to the Mexican economy; and institutional support for rural microenterprise

Disaggregated By:

Unit of Measure: Completed studies

Year	Planned	Actual
2000	NA	0
2001	1	NA
2002	1	NA

Source:

Research institutions (Iberoamericano and Colegio de la Frontera del Norte)

Indicator/Description:

Number of completed migration/microenterprise studies submitted to and approved by USAID.

Comments:

## SO Text for SO: 523-000 United States - Mexico: Third Country Training and Technical Cooperation Program (TTCP)

Country/Organization: USAID Mexico

Objective ID: 523-000

Objective Name: United States - Mexico: Third Country Training and Technical Cooperation Program (TTCP)

Self Assessment: Exceeding Expectations

Primary Links to Agency Strategic Framework: **(Please Assign Percentages, Total Equals 100):**

0% 1.1 Critical private markets expanded and strengthened  
0% 1.2 More rapid and enhanced agricultural development and food security encouraged  
10% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable  
0% 2.1 Rule of law and respect for human rights of women as well as men strengthened  
0% 2.2 Credible and competitive political processes encouraged  
25% 2.3 The development of politically active civil society promoted  
0% 2.4 More transparent and accountable government institutions encouraged  
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded  
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased  
0% 4.1 Unintended and mistimed pregnancies reduced  
0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced  
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced  
0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced  
0% 4.5 The threat of infectious diseases of major public health importance reduced  
0% 5.1 Threat of global climate change reduced  
30% 5.2 Biological diversity conserved  
0% 5.3 Sustainable urbanization including pollution management promoted  
5% 5.4 Use of environmentally sound energy services increased  
30% 5.5 Sustainable management of natural resources increased  
0% 6.1 Urgent needs in times of crisis met  
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: National Security

Primary Link to MPP Goals: Regional Stability

Secondary Link to MPP Goals (optional): Environment

(Page limitations for narrative begin here):

Summary of the SO:

International cooperation is an effective mechanism for development assistance collaboration and political dialogue. Recognizing this, the United States government and the Government of Mexico have agreed to extend their collective experience to third countries through training and



related technical cooperation programs. The program utilizes the technical expertise, development successes, and lessons learned by the United States and Mexico to support locally-defined, long-term development goals of partner countries, focused on Central America, but also directed to South America, the Caribbean, the Middle East, Eastern Europe, Africa, and the Asia-Pacific region.

TTCP's objective is to strengthen Mexico's capacity to offer quality training and technical cooperation to third countries. TTCP utilizes a three-tiered approach: (1) strengthening, extending, or expanding existing cooperation programs in Mexico to third countries using established USAID partnerships with Mexican institutions; (2) utilizing existing, but non-USAID supported relationships to provide third country programming; and (3) developing new U.S. and Mexican partnerships and new approaches to third country technical assistance and training programs.

TTCP directly supports the Second Summit of the Americas' Plan of Action and builds on the OECD Development Assistance Committee's efforts to promote integrated strategies and donor-recipient country partnerships.

This pilot initiative has two Intermediate Results:

Intermediate Result 1. Central Americans and other select regions supported by USAID training and technical assistance from U.S.-Mexican development partnerships, benefiting from the collective experience of these partnerships in coordinated development approaches.

Intermediate Result 2. Mexico's nascent development assistance program is strengthened based on alliances with USAID and USAID partners who implement a results-oriented, practical, public/private partnership development approach.

The ultimate customers of this program are recipients of sustainable development programs in the third countries assisted by the United States and Mexico. In addition, Mexico's assistance program and implementing agencies can also be considered "customers" as they benefit from close collaboration with a more experienced donor.

Key Results:

A bilateral MOU was signed to promote better-coordinated international assistance (signed February 1999 by the United States and Mexico). The United States, Mexico, and Canada signed a tri-partite MOU that directly supports the Summit of the Americas Plan of Action in September 1999 at the UN General Assembly Meeting.

USAID/Mexico has established solid public/private partnerships between Mexican and U.S. partners. These partnerships have offered and will continue to offer technical cooperation and training for third countries under the above-mentioned bilateral and trilateral agreements.

To date, cooperation programs have been successfully carried out in reproductive health, pension system reform, environment, disaster mitigation and preparedness, and efficient and renewable energy. A small grants program in environment is providing assistance across shared ecosystems in Mexico, Guatemala, and Belize, supporting activities that positively impact on the Mayan Forest and the Meso American reef. Two large regional activities have been funded for Mitch-

affected countries of Central America - a water quality activity and an environmental clean-up activity involving youth.

Several WID-specific activities have been reviewed (including an approved women's empowerment activity between Mexico and indigenous women in Guatemala), but more important, many of the approved activities significantly involve women, not only as beneficiaries, but also as project planners and implementers.

#### Performance and Prospects:

Implementation of TTCP is carried out through collaboration between USAID and Mexican counterparts. The Mexican Institute for International Cooperation (IMEXCI), a division of the Foreign Affairs Secretariat (SRE), is also a coordination partner. Programs are focused on Central America, but USAID-funded programs have also benefited other regions, including the Philippines, Egypt, the Dominican Republic, and Poland. The coordination mechanism is specifically designed to complement USAID Mission programs, but can also accommodate non-USAID efforts (e.g., those funded by the host government or by multilateral or bilateral donors) that parallel USAID programs.

Training and technical assistance is provided through government/NGO partnerships and direct NGO to NGO activities. USAID/Mexico facilitates contacts at both the government and private levels. In government and NGO collaboration programs, funding might come from Central American or other USAID Missions, under their existing reconstruction or sustainable development programs, or from other sources, including Global, LAC, and other geographic Bureaus.

Some 15 subprojects have been funded under this initiative. The first set of activities is being implemented now. New activities, especially under the small grants program in environment, will be identified this year through a partner arrangement rather than directly by the Mission.

#### Possible Adjustments to Plans:

As TTCP is a pilot activity in its second year, with an evaluation planned for the summer of 2001, no major adjustments are foreseen at this time, except for the shift from Mission to partner implementation for the small grants program. It should also be noted that the TTCP activity will become involved in the Plan Puebla-Panama program. South-South funding will permit linkages from the Southern States Initiative to Central America in response to President Fox's Plan Puebla-Panama initiative.

#### Other Donor Programs:

This program works closely with the Government of Mexico's Tutxla-Agreement, and has funded programs with the Japanese and other bilateral donors.

#### Major Contractors and Grantees:

Each exchange activity utilizes different contractors/grantees depending on the location, and the partner's depth of knowledge of training/technical assistance content and ability to offer practical courses. U.S. Contractors/Grantees include (among others): Conservation International, Partners of the Americas, Price Waterhouse, AVSC, the Population Council, and the Academy for Educational Development.

## **R4 Part III: Resource Request**

## **R4 Part III: Resource Request**

### **A. Program Resource Level**

523-006 and 523-007 Environment/Energy: For FY 2002, the Bureau reduced the request level to \$5.265 million (from \$6.94 million for FY 2001) combined for Environment/Energy; this figure represents the minimum levels needed to continue program commitments. Note: In last year's R4 SO Tables, all staff expenses were included in the 523-006 budget. With the separation of the budgets into 523-006 and 523-007 to accommodate the Phoenix accounting system, the Mission has divided the staff expenses properly in this R4 submission.

523-003 Democracy: This SO is funded with DA and ESF. ESF levels for FY 2001 were increased significantly, enabling the program to respond to Mexico's historic democratic opening to assist the new Mexican President with anti-corruption, government innovation, and decentralization programs. It is estimated that FY 2002 ESF requirements will exceed FY 2001 ESF levels by up to 50% to enable the Mission to continue to respond to new GOM requests and insure the success of initiatives started in FY 2001.

523-002 HIV/AIDS: By Congressional mandate, the HIV/AIDS level was increased to \$2 million for FYs 2001 and 2002. The SO has plans underway to obligate the full amount for FY 2001.

523-008 Tuberculosis: The TB total request for FY 2002 and FY 2003 is \$4 million for each year.

523-009 Microenterprise: \$300,000 of PRIME grant funds is expected for the program. If this is approved, the FY 2002 request from LAC is \$700,000 in DA funds.

Third Country Training and Technical Cooperation Program (TTCP): This South-South program requests \$500,000 for FY 2002 (from the regional budget). South-South funding will permit linkages from the Southern States Initiative to Central America in response to President Fox's Plan Puebla-Panama initiative.

### **B. Relationship of the Program Request to Operating Expenses and Staffing Requirements**

USAID/Mexico is sincerely grateful for LAC's generous response to the Mission's emergency FY 2001 OE request. Before coming to the Bureau with this request, USAID/Mexico conducted a thorough OE requirements analysis. Much of the OE budget is made up of fixed expenses that cannot be reduced. The only categories that were not locked in were travel, training, and new hires. Cutting travel or training would have serious management consequences as the Mission does not enjoy the depth of long-term, skilled staff that most other Missions do. If job-related staff training is not provided, management is made more difficult and the Mission more vulnerable. What would be an adequate OE travel budget for a smaller country is quite restrictive for Mexico. The current OE travel budget barely allows OE-funded staff to meet minimum program supervisory requirements. The complete senior management turnover this summer makes it even more imperative that the Mission be able to fund the travel required to realize regional support services from El Salvador, and to fund critical TDY needs. Within the current OE constraints, the Mission will not be able to hire additional personnel as recommended by the Mission Assessment team. Management vulnerability will increase if it continues to be under-staffed for its still-growing program. Straight-lining the Mission's FY 2001 OE budget

and then cutting 3.5%, contributed to the Mission's inability to adjust to the costs of unexpected personnel transfers in the summer of 2001. The FY 2002 OE levels should be increased to reflect USAID/Mexico's operating realities. The Mission would like to discuss more appropriate, permanent OE levels with the Bureau, especially in light of continuing political pressure to grow Mexico's program.

### **C. Pipelines**

523-006 and 523-007 Environment/Energy: The environment/energy pipelines are being actively reduced. If no new FY 2001 funds were added, most projects would run out of money around the middle of the first quarter of FY 2002. The exceptions are two energy projects, which operate under contracts for which USAID funds are committed about 18 months ahead. The Wildfires Agreement was a front-end commitment from USAID. This Agreement's funding was set to be completed in a three-year period, while implementation and activity completion was programmed over five-years. Major spend-down in the Agreement began in FY 2000, with approximately 20% of the funding now spent. The spending is expected to remain at high levels.

523-003 Democracy: The SO will have virtually no pipeline by March and April 2001. The SO is programming 2001 money so that the pipeline will extend through the end of the third quarter.

523-008 TB: There is sufficient pipeline to continue program implementation well into FY 2002. The SO will obligate FY 2001 funds into the SOAG prior to the end of this fiscal year.

523-002 HIV/AIDS: The HIV/AIDS program has no significant FY 2000 pipeline.

523-009 Microenterprise: Current pipeline is \$497,000. When the drug certification hold for Mexico is lifted, the SO will obligate the remainder of its FY 2001 money into the Chemonics contract or POs with Ibero University and Pro Desarrollo.

### **D. Capital Investment Fund (CIF)**

There are no major CIF expenses budgeted by USAID/Mexico for FY 2002 or for FY 2003.

### **E. ICASS**

An Embassy-prepared invoice shows an estimated USAID/Mexico ICASS charge of \$92,429 for OE and \$58,220 for DA. However, a review of workload counts uncovered a discrepancy in this invoice - the DA for local-hire staff was mistakenly included in the OE account. The Mission estimates that the total corrected combined bill should show about 50% for each category.

### **F. Voluntary Foreign National Separation Account**

The Voluntary Foreign National Separation Account (Table 6) is fully funded for all FSN employees as of September 30, 2001. No trust funds are available to USAID/Mexico.

Note 1: The tables which follow reflect Washington instructions in that no new guidance has yet been released on the OE budget levels for FY 2002 and FY 2003. USAID/Mexico completed the target columns and will wait until further instructions to prepare the request column for FY 2003.

## **Program, Operating, and Workforce Expenses Tables**

# ENV Sub-Directive Amounts for FY 2001 Request

COUNTRY: Mexico						
S.O. # , Title	Total	Global climate change	Biodiversity	Environmentally sound energy	Urban and pollution prevention	Natural resource management
523-006 Critical ecosystems	5,519		5,519			
523-007 Carbon dioxide	1,421			1,421		
	0					
	0					
	0					
	0					
	0					
	0					
	0					
	0					
<b>TOTAL PROGRAM</b>	6,940	0	5,519	1,421	0	0

[List of Objective ID numbers](#)

# ENV Sub-Directive Amounts for FY 2002 Request

COUNTRY: Mexico						
S.O. # , Title	Total	Global climate change	Biodiversity	Environmentally sound energy	Urban and pollution prevention	Natural resource management
523-006 Critical ecosystems	3,765		3,765			
523-007 Carbon dioxide	1,500			1,500		
	0					
	0					
	0					
	0					
	0					
	0					
	0					
	0					
<b>TOTAL PROGRAM</b>	5,265	0	3,765	1,500	0	0

[List of Objective ID numbers](#)



**ENV Sub-Directive Amounts for FY 2003 Scenario A Request**

<b>COUNTRY: Mexico</b>						
<b>S.O. # , Title</b>	<b>Total</b>	<b>Global climate change</b>	<b>Biodiversity</b>	<b>Environmentally sound energy</b>	<b>Urban and pollution prevention</b>	<b>Natural resource management</b>
523-006 Critical ecosystems	3,765		3,765			
523-007 Carbon dioxide	1,500			1,500		
	0					
	0					
	0					
	0					
	0					
	0					
	0					
<b>TOTAL PROGRAM</b>	5,265	0	3,765	1,500	0	0

[List of Objective ID numbers](#)

**ENV Sub-Directive Amounts for FY 2003 Scenario B Request**

<b>COUNTRY: Mexico</b>						
<b>S.O. # , Title</b>	<b>Total</b>	<b>Global climate change</b>	<b>Biodiversity</b>	<b>Environmentally sound energy</b>	<b>Urban and pollution prevention</b>	<b>Natural resource management</b>
523-006 Critical ecosystems	4,330		4,330			
523-007 Carbon dioxide	1,725			1,725		
	0					
	0					
	0					
	0					
	0					
	0					
	0					
<b>TOTAL PROGRAM</b>	6,055	0	4,330	1,725	0	0

[List of Objective ID numbers](#)

## CSD Sub-Directive Amounts for FY 2001 Request

COUNTRY: Mexico									
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
		Primary causes	Polio	Micronutrients	DCOF	HIV/AIDS	TB	Malaria	"Other"
523-002 Enhanced quality and sustainability of HIV/AIDS/STI services in targeted areas									
CSD	1,996					1,996			
Other	0								
	1,996	0	0				0	0	0
523-008 Sustainable and effective institutional capacity developed to diagnose, control and monitor T/B in target areas									
CSD	3,991						3,991		
Other	0								
	3,991	0	0				3,991	0	0
CSD	0								
Other	0								
	0	0	0				0	0	0
CSD	0								
Other	0								
	0	0	0				0	0	0
CSD	0								
Other	0								
	0	0	0				0	0	0
CSD	0								
Other	0								
	0	0	0				0	0	0
CSD	0								
Other	0								
	0	0	0				0	0	0
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD	5,987	0	0				3,991	0	0
Total Other	0	0	0				0	0	0
TOTAL PROGRAM	5,987	0	0				3,991	0	0

Note: All funding for Malaria should now come from Infectious Diseases

## CSD Sub-Directive Amounts for FY 2002 Request

COUNTRY: Mexico									
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
		Primary causes	Polio	Micronutrients	DCOF	HIV/AIDS	TB	Malaria	"Other"
523-002 Enhanced quality and sustainability of HIV/AIDS/STI services in targeted areas									
CSD	2,000					2,000			
Other	0								
	2,000	0	0				0	0	0
523-008 Sustainable and effective institutional capacity developed to diagnose, control and monitor T/B in target areas									
CSD	4,000						4,000		
Other	0								
	4,000	0	0				4,000	0	0
CSD	0								
Other	0								
	0	0	0				0	0	0
CSD	0								
Other	0								
	0	0	0				0	0	0
CSD	0								
Other	0								
	0	0	0				0	0	0
CSD	0								
Other	0								
	0	0	0				0	0	0
CSD	0								
Other	0								
	0	0	0				0	0	0
CSD	0								
Other	0								
	0	0	0				0	0	0
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD	6,000	0	0				4,000	0	0
Total Other	0	0	0				0	0	0
TOTAL PROGRAM	6,000	0	0				4,000	0	0

Note: All funding for Malaria should now come from Infectious Diseases

CSD Sub-Directive Amounts for FY 2003 Scenario A Request

COUNTRY: Mexico									
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
		Primary causes	Polio	Micronutrients	DCOF	HIV/AIDS	TB	Malaria	"Other"
523-002 Enhanced quality and sustainability of HIV/AIDS/STI services in targeted areas									
CSD	2,000					2,000			
Other	0								
	2,000	0	0				0	0	0
523-008 Sustainable and effective institutional capacity developed to diagnose, control and monitor T/B in target areas									
CSD	4,000						4,000		
Other	0								
	4,000	0	0				4,000	0	0
CSD	0								
Other	0								
	0	0	0				0	0	0
CSD	0								
Other	0								
	0	0	0				0	0	0
CSD	0								
Other	0								
	0	0	0				0	0	0
CSD	0								
Other	0								
	0	0	0				0	0	0
CSD	0								
Other	0								
	0	0	0				0	0	0
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD	6,000	0	0				4,000	0	0
Total Other	0	0	0				0	0	0
TOTAL PROGRAM	6,000	0	0				4,000	0	0

Note: All funding for Malaria should now come from Infectious Diseases

**CSD Sub-Directive Amounts for FY 2003 Scenario B Request**

COUNTRY: Mexico									
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
		Primary causes	Polio	Micronutrients	DCOF	HIV/AIDS	TB	Malaria	"Other"
523-002 Enhanced quality and sustainability of HIV/AIDS/STI services in targeted areas									
CSD	2,300					2,300			
Other	0								
	2,300	0	0				0	0	0
523-008 Sustainable and effective institutional capacity developed to diagnose, control and monitor T/B in target areas									
CSD	4,600						4,600		
Other	0								
	4,600	0	0				4,600	0	0
CSD	0								
Other	0								
	0	0	0				0	0	0
CSD	0								
Other	0								
	0	0	0				0	0	0
CSD	0								
Other	0								
	0	0	0				0	0	0
CSD	0								
Other	0								
	0	0	0				0	0	0
CSD	0								
Other	0								
	0	0	0				0	0	0
CSD	0								
Other	0								
	0	0	0				0	0	0
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD	6,900	0	0				4,600	0	0
Total Other	0	0	0				0	0	0
TOTAL PROGRAM	6,900	0	0				4,600	0	0

Note: All funding for Malaria should now come from Infectious Diseases

## FY 2001 Budget Request by Program/Country

Fiscal Year: 2001      Program/Country: USAID/Mexico  
 Approp: DA/CSD  
 Scenario: Base Level

FY 2001 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
523-006 Critical ecosystems and biological resources conserved															
Bilateral	6,250	3,969										3,969		3,800	6,419
Field Spt	750	1,550										1,550		750	1,550
	7,000	5,519	0	0	0	0	0	0	0	0	0	5,519	0	4,550	7,969
523-007 Carbon dioxide emissions and pollution reduced															
Bilateral	2,452	1,421										1,421		2,100	1,773
Field Spt		0										0		0	0
	2,452	1,421	0	0	0	0	0	0	0	0	0	1,421	0	2,100	1,773
523-003 More democratic processes adopted in key government institutions															
Bilateral	200	700											700	700	200
Field Spt		0											0	0	0
	200	700	0	0	0	0	0	0	0	0	0	0	700	700	200
523-002 Enhanced quality and sustainability of HIV/AIDS/STI services in targeted areas															
Bilateral	117	596								596				470	243
Field Spt	1,080	1,400								1,400				1,080	1,400
	1,197	1,996	0	0	0	0	0	0	0	1,996	0	0	0	1,550	1,643
523-008 Sustainable and effective institutional capacity developed to diagnose, control and monitor T/B in target areas															
Bilateral	3,815	3,991							3,991					2,000	5,806
Field Spt		0							0					0	0
	3,815	3,991	0	0	0	0	0	0	3,991	0	0	0	0	2,000	5,806
523-009 Strengthen institutional base for sustainable microenterprise growth by supporting Mexican initiatives															
Bilateral	470	1,000		1,000										600	870
Field Spt		0												0	0
	470	1,000	0	1,000	0	0	0	0	0	0	0	0	0	600	870
U.S.-Mexico: Third Country Training and Technical Cooperation Program (TTCP)															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	13,304	11,677	0	1,000	0	0	0	0	3,991	596		5,390	700	9,670	15,311
Total Field Support	1,830	2,950	0	0	0	0	0	0	0	1,400		1,550	0	1,830	2,950
<b>TOTAL PROGRAM</b>	<b>15,134</b>	<b>14,627</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,991</b>	<b>1,996</b>		<b>6,940</b>	<b>700</b>	<b>11,500</b>	<b>18,261</b>

### FY 2001 Request Agency Goal Totals

Econ Growth	1,000
Democracy	700
HCD	0
PHN	5,987
Environment	6,940
GCC (from all Goals)	0

### FY 2001 Account Distribution (DA only)

DA Program Total	8,640
CSD Program Total	5,987
<b>TOTAL</b>	<b>14,627</b>

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2002 Budget Request by Program/Country

Fiscal Year: 2002      Program/Country: Mexico  
 Approp: DA/CSD  
 Scenario: Base Level

FY 2002 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002
523-006 Critical ecosystems and biological resources conserved															
Bilateral	6,419	3,215										3,215		4,000	5,634
Field Spt	1,550	550										550		1,550	550
	7,969	3,765	0	0	0	0	0	0	0	0	0	3,765	0	5,550	6,184
523-007 Carbon dioxide emissions and pollution reduced															
Bilateral	1,773	1,500										1,500		2,000	1,273
Field Spt	0	0										0		0	0
	1,773	1,500	0	0	0	0	0	0	0	0	0	1,500	0	2,000	1,273
523-003 More democratic processes adopted in key government institutions															
Bilateral	200	700											700	700	200
Field Spt	0	0												0	0
	200	700	0	0	0	0	0	0	0	0	0	0	700	700	200
523-002 Enhanced quality and sustainability of HIV/AIDS/STI services in targeted areas															
Bilateral	243	400								400				450	193
Field Spt	1,400	1,600								1,600				1,400	1,600
	1,643	2,000	0	0	0	0	0	0	0	2,000	0	0	0	1,850	1,793
523-008 Sustainable and effective institutional capacity developed to diagnose, control and monitor T/B in target areas															
Bilateral	5,806	4,000							4,000					3,500	6,306
Field Spt	0	0							0					0	0
	5,806	4,000	0	0	0	0	0	0	4,000	0	0	0	0	3,500	6,306
523-009 Strengthen institutional base for sustainable microenterprise growth by supporting Mexican initiatives															
Bilateral	870	700		700										900	670
Field Spt	0	0												0	0
	870	700	0	700	0	0	0	0	0	0	0	0	0	900	670
U.S.-Mexico: Third Country Training and Technical Cooperation Program (TTCP)															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	15,311	10,515	0	700	0	0	0	0	4,000	400		4,715	700	11,550	14,276
Total Field Support	2,950	2,150	0	0	0	0	0	0	0	1,600		550	0	2,950	2,150
<b>TOTAL PROGRAM</b>	<b>18,261</b>	<b>12,665</b>	<b>0</b>	<b>700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,000</b>	<b>2,000</b>		<b>5,265</b>	<b>700</b>	<b>14,500</b>	<b>16,426</b>

### FY 2002 Request Agency Goal Totals

Econ Growth	700
Democracy	700
HCD	0
PHN	6,000
Environment	5,265
GCC (from all Goals)	0

### FY 2002 Account Distribution (DA only)

DA Program Total	6,665
CSD Program Total	6,000
<b>TOTAL</b>	<b>12,665</b>

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.



## FY 2003 Budget Request by Program/Country

Fiscal Year: 2003      Program/Country: Mexico  
 Approp: DA/CSD  
 Scenario: A

FY 2003 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
523-006 Critical ecosystems and biological resources conserved															
Bilateral	5,634	3,215						0				3,215		4,000	4,849
Field Spt	550	550										550		550	550
	6,184	3,765	0	0	0	0	0	0	0	0		3,765	0	4,550	5,399
523-007 Carbon dioxide emissions and pollution reduced															
Bilateral	1,273	1,500										1,500		1,000	1,773
Field Spt	0	0												0	0
	1,273	1,500	0	0	0	0	0	0	0	0		1,500	0	1,000	1,773
523-003 More democratic processes adopted in key government institutions															
Bilateral	200	700											700	700	200
Field Spt	0	0												0	0
	200	700	0	0	0	0	0	0	0	0		0	700	700	200
523-002 Enhanced quality and sustainability of HIV/AIDS/STI services in targeted areas															
Bilateral	193	400								400				450	143
Field Spt	1,600	1,600								1,600				1,400	1,800
	1,793	2,000	0	0	0	0	0	0	0	2,000		0	0	1,850	1,943
523-008 Sustainable and effective institutional capacity developed to diagnose, control and monitor T/B in target areas															
Bilateral	6,306	4,000							4,000					3,500	6,806
Field Spt	0	0												0	0
	6,306	4,000	0	0	0	0	0	0	4,000	0		0	0	3,500	6,806
523-009 Strengthen institutional base for sustainable microenterprise growth by supporting Mexican initiatives															
Bilateral	670	700		700										900	470
Field Spt	0	0												0	0
	670	700	0	700	0	0	0	0	0	0		0	0	900	470
U.S.-Mexico: Third Country Training and Technical Cooperation Program (TTCP)															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	14,276	10,515	0	700	0	0	0	0	4,000	400		4,715	700	10,550	14,241
Total Field Support	2,150	2,150	0	0	0	0	0	0	0	1,600		550	0	1,950	2,350
<b>TOTAL PROGRAM</b>	<b>16,426</b>	<b>12,665</b>	<b>0</b>	<b>700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,000</b>	<b>2,000</b>		<b>5,265</b>	<b>700</b>	<b>12,500</b>	<b>16,591</b>

### FY 2003 Request Agency Goal Totals

Econ Growth	700
Democracy	700
HCD	0
PHN	6,000
Environment	5,265
GCC (from all Goals)	0

### FY 2003 Account Distribution (DA only)

DA Program Total	6,665
CSD Program Total	6,000
<b>TOTAL</b>	<b>12,665</b>

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2003 Budget Request by Program/Country

Fiscal Year: 2003      Program/Country: Mexico  
 Approp: DA/CSD  
 Scenario: B

FY 2003 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
523-006 Critical ecosystems and biological resources conserved															
Bilateral	4,806	3,698										3,698		4,500	4,004
Field Spt	550	632										632		550	632
	5,356	4,330	0	0	0	0	0	0	0	0		4,330	0	5,050	4,636
523-007 Carbon dioxide emissions and pollution reduced															
Bilateral	1,301	1,725										1,725		2,300	726
Field Spt	0	0										0		0	0
	1,301	1,725	0	0	0	0	0	0	0	0		1,725	0	2,300	726
523-003 More democratic processes adopted in key government institutions															
Bilateral	200	805											805	700	305
Field Spt	0	0												0	0
	200	805	0	0	0	0	0	0	0	0		0	805	700	305
523-002 Enhanced quality and sustainability of HIV/AIDS/STI services in targeted areas															
Bilateral	193	460								460				420	233
Field Spt	1,600	1,840								1,840				0	3,440
	1,793	2,300	0	0	0	0	0	0	0	2,300		0	0	420	3,673
523-008 Sustainable and effective institutional capacity developed to diagnose, control and monitor T/B in target areas															
Bilateral	5,306	4,600							4,600					5,000	4,906
Field Spt	0	0												0	0
	5,306	4,600	0	0	0	0	0	0	4,600	0		0	0	5,000	4,906
523-009 Strengthen institutional base for sustainable microenterprise growth by supporting Mexican initiatives															
Bilateral	870	805		805										900	775
Field Spt	0	0												0	0
	870	805	0	805	0	0	0	0	0	0		0	0	900	775
U.S.-Mexico: Third Country Training and Technical Cooperation Program (TTCP)															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	12,676	12,093	0	805	0	0	0	0	4,600	460		5,423	805	13,820	10,949
Total Field Spt	2,150	2,472	0	0	0	0	0	0	0	1,840		632	0	550	4,072
<b>TOTAL PRO</b>	<b>14,826</b>	<b>14,565</b>	<b>0</b>	<b>805</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,600</b>	<b>2,300</b>		<b>6,055</b>	<b>805</b>	<b>14,370</b>	<b>15,021</b>

### FY 2003 Request Agency Goal Totals

Econ Growth	805
Democracy	805
HCD	0
PHN	6,900
Environment	6,055
GCC (from all Goals)	0

### FY 2003 Account Distribution (DA only)

DA Program Total	7,665
CSD Program Total	6,900
<b>TOTAL</b>	<b>14,565</b>

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)  
 Prepare one set of tables for each appropriation Account  
 Tables for DA and CSD may be combined on one table.  
 For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2001 Budget Request by Program/Country

Fiscal Year: 2001      Program/Country: Mexico  
 Approp: ESF  
 Scenario: Base Level

FY 2001 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
523-006 Critical ecosystems and biological resources conserved															
Bilateral	0	0						0					6,178	4,200	(4,200)
Field Spt	0	0												0	0
	0	0	0	0	0	0	0	0	0	0		0	6,178	4,200	(4,200)
523-007 Carbon dioxide emissions and pollution reduced															
Bilateral	0	0													0
Field Spt	0	0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
523-003 More democratic processes adopted in key government institutions															
Bilateral	1,312	6,178													7,490
Field Spt		0													0
	1,312	6,178	0	0	0	0	0	0	0	0		0	0	0	7,490
523-002 Enhanced quality and sustainability of HIV/AIDS/STI services in targeted areas															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
523-008 Sustainable and effective institutional capacity developed to diagnose, control and monitor T/B in target areas															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
523-009 Strengthen institutional base for sustainable microenterprise growth by supporting Mexican initiatives															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
U.S.-Mexico: Third Country Training and Technical Cooperation Program (TTCP)															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral															
Total Field Spt															
TOTAL PRO															
	1,312	6,178	0	0	0	0	0	0	0	0		0	6,178	4,200	3,290
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
	1,312	6,178	0	0	0	0	0	0	0	0		0	6,178	4,200	3,290

FY 2001 Request Agency Goal Totals	
Econ Growth	0
Democracy	6,178
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)	
DA Program Total	6,178
CSD Program Total	0
TOTAL	6,178

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)  
 Prepare one set of tables for each appropriation Account  
 Tables for DA and CSD may be combined on one table.  
 For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2002 Budget Request by Program/Country

Fiscal Year: 2002      Program/Country: Mexico  
 Approp: ESF  
 Scenario: Base Level

FY 2002 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002
523-006 Critical ecosystems and biological resources conserved															
Bilateral		0						0							0
Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
523-007 Carbon dioxide emissions and pollution reduced															
Bilateral		0													0
Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
523-003 More democratic processes adopted in key government institutions															
Bilateral	3,312	10,000											10,000	11,500	1,812
Field Spt		0												0	0
	3,312	10,000	0	0	0	0	0	0	0	0	0	0	10,000	11,500	1,812
523-002 Enhanced quality and sustainability of HIV/AIDS/STI services in targeted areas															
Bilateral		0													0
Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
523-008 Sustainable and effective institutional capacity developed to diagnose, control and monitor T/B in target areas															
Bilateral		0													0
Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
523-009 Strengthen institutional base for sustainable microenterprise growth by supporting Mexican initiatives															
Bilateral		0													0
Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
U.S.-Mexico: Third Country Training and Technical Cooperation Program (TTCP)															
Bilateral		0													0
Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bilateral		0													0
Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	3,312	10,000	0	0	0	0	0	0	0	0	0	0	10,000	11,500	1,812
Total Field Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL PROGRAM</b>	<b>3,312</b>	<b>10,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,000</b>	<b>11,500</b>	<b>1,812</b>

### FY 2002 Request Agency Goal Totals

Econ Growth	0
Democracy	10,000
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

### FY 2002 Account Distribution (DA only)

DA Program Total	10,000
CSD Program Total	0
<b>TOTAL</b>	<b>10,000</b>

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

# FY 2003 Budget Request by Program/Country

Fiscal Year: 2003 Program/Country: Mexico  
 Approp: ESF  
 Scenario: A

FY 2003 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
523-006 Critical ecosystems and biological resources conserved															
Bilateral		0						0						0	0
Field Spt		0						0						0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
523-007 Carbon dioxide emissions and pollution reduced															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
523-003 More democratic processes adopted in key government institutions															
Bilateral	3,312	10,000											10,000	11,500	1,812
Field Spt		0													0
	3,312	10,000	0	0	0	0	0	0	0	0	0	0	10,000	11,500	1,812
523-002 Enhanced quality and sustainability of HIV/AIDS/STI services in targeted areas															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
523-008 Sustainable and effective institutional capacity developed to diagnose, control and monitor T/B in target areas															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
523-009 Strengthen institutional base for sustainable microenterprise growth by supporting Mexican initiatives															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
U.S.-Mexico: Third Country Training and Technical Cooperation Program (TTCP)															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral															
Total Field Support															
TOTAL PROGRAM															
	3,312	10,000	0	0	0	0	0	0	0	0	0	0	10,000	11,500	1,812
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	3,312	10,000	0	0	0	0	0	0	0	0	0	0	10,000	11,500	1,812

## FY 2003 Request Agency Goal Totals

Econ Growth	0
Democracy	10,000
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

## FY 2003 Account Distribution (DA only)

DA Program Total	10,000
CSD Program Total	0
TOTAL	10,000

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2003 Budget Request by Program/Country

Fiscal Year: 2003      Program/Country: Mexico  
 Approp: ESF  
 Scenario: B

FY 2003 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
523-006 Critical ecosystems and biological resources conserved															
Bilateral								0							0
Field Spt		0			0	0	0	0	0	0		0	0	0	0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
523-007 Carbon dioxide emissions and pollution reduced															
Bilateral		0													0
Field Spt		0			0	0	0	0	0	0		0	0	0	0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
523-003 More democratic processes adopted in key government institutions															
Bilateral	3,812	10,000											10,000	11,500	2,312
Field Spt		0													0
	3,812	10,000	0	0	0	0	0	0	0	0		0	10,000	11,500	2,312
523-002 Enhanced quality and sustainability of HIV/AIDS/STI services in targeted areas															
Bilateral		0													0
Field Spt		0			0	0	0	0	0	0		0	0	0	0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
523-008 Sustainable and effective institutional capacity developed to diagnose, control and monitor T/B in target areas															
Bilateral		0													0
Field Spt		0			0	0	0	0	0	0		0	0	0	0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
523-009 Strengthen institutional base for sustainable microenterprise growth by supporting Mexican initiatives															
Bilateral		0													0
Field Spt		0			0	0	0	0	0	0		0	0	0	0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
U.S.-Mexico: Third Country Training and Technical Cooperation Program (TTCP)															
Bilateral		0													0
Field Spt		0			0	0	0	0	0	0		0	0	0	0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0			0	0	0	0	0	0		0	0	0	0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	3,812	10,000	0	0	0	0	0	0	0	0		0	10,000	11,500	2,312
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
<b>TOTAL PROGRAM</b>	<b>3,812</b>	<b>10,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>10,000</b>	<b>11,500</b>	<b>2,312</b>

### FY 2003 Request Agency Goal Totals

Econ Growth	0
Democracy	10,000
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

### FY 2003 Account Distribution (DA only)

DA Program Total	10,000
CSD Program Total	0
<b>TOTAL</b>	<b>10,000</b>

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account

## FY 2001 Budget Request by Program/Country

Fiscal Year: 2001      Program/Country: Mexico  
 Approp: INL  
 Scenario: Base Level

FY 2001 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
523-006 Critical ecosystems and biological resources conserved															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
523-007 Carbon dioxide emissions and pollution reduced															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
523-003 More democratic processes adopted in key government institutions															
Bilateral	400	0											0	200	200
Field Spt		0												0	0
	400	0	0	0	0	0	0	0	0	0		0	0	200	200
523-002 Enhanced quality and sustainability of HIV/AIDS/STI services in targeted areas															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
523-008 Sustainable and effective institutional capacity developed to diagnose, control and monitor T/B in target areas															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
523-009 Strengthen institutional base for sustainable microenterprise growth by supporting Mexican initiatives															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
U.S.-Mexico: Third Country Training and Technical Cooperation Program (TTCP)															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral															
Total Field Support															
TOTAL PROGRAM															
	400	0	0	0	0	0	0	0	0	0		0	0	200	200
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
	400	0	0	0	0	0	0	0	0	0		0	0	200	200

### FY 2001 Request Agency Goal Totals

Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

### FY 2001 Account Distribution (DA only)

DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2002 Budget Request by Program/Country

Fiscal Year: 2002      Program/Country: Mexico  
 Approp: INL  
 Scenario: Base Level

FY 2002 Request															
S.O. #, Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002
523-006 Critical ecosystems and biological resources conserved															
Bilateral		0						0					0	0	0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
523-007 Carbon dioxide emissions and pollution reduced															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
523-003 More democratic processes adopted in key government institutions															
Bilateral	200	250											250	300	150
Field Spt		0													0
	200	250	0	0	0	0	0	0	0	0		0	250	300	150
523-002 Enhanced quality and sustainability of HIV/AIDS/STI services in targeted areas															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
523-008 Sustainable and effective institutional capacity developed to diagnose, control and monitor T/B in target areas															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
523-009 Strengthen institutional base for sustainable microenterprise growth by supporting Mexican initiatives															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
U.S.-Mexico: Third Country Training and Technical Cooperation Program (TTCP)															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	200	250	0	0	0	0	0	0	0	0		0	250	300	150
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
<b>TOTAL PROGRAM</b>	<b>200</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>250</b>	<b>300</b>	<b>150</b>

### FY 2002 Request Agency Goal Totals

Econ Growth	0
Democracy	500
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

### FY 2002 Account Distribution (DA only)

DA Program Total	250
CSD Program Total	0
<b>TOTAL</b>	<b>250</b>

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.



## FY 2003 Budget Request by Program/Country

Fiscal Year: 2003      Program/Country:  
 Approp: INL  
 Scenario: A

FY 2003 Request															
S.O. #, Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
523-006 Critical ecosystems and biological resources conserved															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
523-007 Carbon dioxide emissions and pollution reduced															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
523-003 More democratic processes adopted in key government institutions															
Bilateral	150	500											500	450	200
Field Spt		0													0
	150	500	0	0	0	0	0	0	0	0		0	500	450	200
523-002 Enhanced quality and sustainability of HIV/AIDS/STI services in targeted areas															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
523-008 Sustainable and effective institutional capacity developed to diagnose, control and monitor T/B in target areas															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
523-009 Strengthen institutional base for sustainable microenterprise growth by supporting Mexican initiatives															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
U.S.-Mexico: Third Country Training and Technical Cooperation Program (TTCP)															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	150	500	0	0	0	0	0	0	0	0		0	500	450	200
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
<b>TOTAL PROGRAM</b>	<b>150</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>500</b>	<b>450</b>	<b>200</b>

### FY 2003 Request Agency Goal Totals

Econ Growth	0
Democracy	500
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

### FY 2003 Account Distribution (DA only)

DA Program Total	500
CSD Program Total	0
<b>TOTAL</b>	<b>500</b>

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2003 Budget Request by Program/Country

Fiscal Year: 2003      Program/Country: Mexico  
 Approp: INL  
 Scenario: B

FY 2003 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
523-006 Critical ecosystems and biological resources conserved															
Bilateral	0	0						0					0	0	0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
523-007 Carbon dioxide emissions and pollution reduced															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
523-003 More democratic processes adopted in key government institutions															
Bilateral	200	500											500	450	250
Field Spt		0													0
	200	500	0	0	0	0	0	0	0	0		0	500	450	250
523-002 Enhanced quality and sustainability of HIV/AIDS/STI services in targeted areas															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
523-008 Sustainable and effective institutional capacity developed to diagnose, control and monitor T/B in target areas															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
523-009 Strengthen institutional base for sustainable microenterprise growth by supporting Mexican initiatives															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
U.S.-Mexico: Third Country Training and Technical Cooperation Program (TTCP)															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral															
Total Field Support															
TOTAL PROGRAM															
	200	500	0	0	0	0	0	0	0	0		0	500	450	250
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
	200	500	0	0	0	0	0	0	0	0		0	500	450	250

### FY 2003 Request Agency Goal Totals

Econ Growth	0
Democracy	500
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

### FY 2003 Account Distribution (DA only)

DA Program Total	500
CSD Program Total	0
TOTAL	500

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2001 Budget Request by Program/Country

Fiscal Year: 2001      Program/Country:  
 Approp: AEEB  
 Scenario:

FY 2001 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0		0	0	0	0

### FY 2001 Request Agency Goal Totals

Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

### FY 2001 Account Distribution (DA only)

DA Program Total	0
CSD Program Total	0
<b>TOTAL</b>	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account

## FY 2002 Budget Request by Program/Country

Fiscal Year: 2002      Program/Country:  
 Approp: AEED  
 Scenario:

FY 2002 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002
Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
<b>TOTAL PROGRAM</b>	0	0	0	0	0	0	0	0	0	0		0	0	0	0

### FY 2002 Request Agency Goal Totals

Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

### FY 2002 Account Distribution (DA only)

DA Program Total	0
CSD Program Total	0
<b>TOTAL</b>	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2002 ALT Budget Request by Program/Country

Fiscal Year: 2002 ALT Program/Country:  
 Approp: AEEB  
 Scenario:

FY 2002 ALT Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002 ALT
Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
<b>TOTAL PROGRAM</b>	0	0	0	0	0	0	0	0	0	0		0	0	0	0

### FY 2002 ALT Request Agency Goal Totals

Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

### FY 2002 ALT Account Distribution (DA only)

DA Program Total	0
CSD Program Total	0
<b>TOTAL</b>	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account

## FY 2003 Budget Request by Program/Country

Fiscal Year: 2003      Program/Country:  
 Approp: AEEB  
 Scenario:

FY 2003 Request															
S.O. #, Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
<b>TOTAL PROGRAM</b>	0	0	0	0	0	0	0	0	0	0		0	0	0	0

### FY 2003 Request Agency Goal Totals

Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

### FY 2003 Account Distribution (DA only)

DA Program Total	0
CSD Program Total	0
<b>TOTAL</b>	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account

### Washington and Overseas Workforce Tables

Org_USAID/Mexico__523															
End of year On-Board								Total	Org.	Fin.	Admin.	Con-	All	Total	Total
<b>FY 2001 Estimate</b>								SO/SpO	Mgmt.	Mgmt	Mgmt	tract	Legal	Mgmt.	Staff
523-006 523-007 523-003 523-002 523-008 523-009															
<b>OE Funded: 1/</b>															
U.S. Direct Hire								1	1					1	2
Other U.S. Citizens								0						0	0
FSN/TCN Direct Hire								0	1		1			2	2
Other FSN/TCN								0	1	1		1		5	5
Subtotal								1	3	1	1	1	0	8	9
<b>Program Funded 1/</b>															
U.S. Citizens								8						0	8
FSNs/TCNs								9						0	9
Subtotal								17	0	0	0	0	0	0	17
Total Direct Workforce								18	3	1	1	1	0	8	26
TAACS								0						0	0
Fellows								1						0	1
NEPs								0						0	0
Subtotal								1	0	0	0	0	0	0	1
TOTAL WORKFORCE								19	3	1	1	1	0	8	27

### Washington and Overseas Workforce Tables

Org USAID/Mexico 523 End of year On-Board								Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
<b>FY 2002 Target</b>	523-006	523-007	523-003	523-002	523-008	523-009										
<b>OE Funded: 1/</b>																
U.S. Direct Hire	0.5					0.5		1	1						1	2
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0	1		1				2	2
Other FSN/TCN								0	1	1		1		2	5	5
Subtotal	0.5	0	0	0	0	0.5	0	1	3	1	1	1	0	2	8	9
<b>Program Funded 1/</b>																
U.S. Citizens	2	1	4	1	1			9							0	9
FSNs/TCNs	2	3	3	1	1			10							0	10
Subtotal	4	4	7	2	2	0	0	19	0	0	0	0	0	0	0	19
Total Direct Workforce	4.5	4	7	2	2	0.5	0	20	3	1	1	1	0	2	8	28
TAACS								0							0	0
Fellows	1							1							0	1
IDs								0							0	0
Subtotal	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	1
<b>TOTAL WORKFORCE</b>	4.5	4	8	2	2	0.5	0	21	3	1	1	1	0	2	8	29



### Washington and Overseas Workforce Tables

Org USAID/Mexico 523 End of year On-Board								Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
<b>FY 2003 Target</b>	523-006	523-007	523-003	523-002	523-008	523-009										
<b>OE Funded: 1/</b>																
U.S. Direct Hire	0.5					0.5		1	1						1	2
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0	1		1				2	2
Other FSN/TCN								0	1	1		1		2	5	5
Subtotal	0.5	0	0	0	0	0.5	0	1	3	1	1	1	0	2	8	9
<b>Program Funded 1/</b>																
U.S. Citizens	2	1	4	1	1			9							0	9
FSNs/TCNs	2	3	3	1	1			10							0	10
Subtotal	4	4	7	2	2	0	0	19	0	0	0	0	0	0	0	19
Total Direct Workforce	4.5	4	7	2	2	0.5	0	20	3	1	1	1	0	2	8	28
TAACS								0							0	0
Fellows	1							1							0	1
IDIs								0							0	0
Subtotal	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	1
TOTAL WORKFORCE	4.5	4	8	2	2	0.5	0	21	3	1	1	1	0	2	8	29

### Washington and Overseas Workforce Tables

Org USAID/Mexico 523 End of year On-Board								Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
FY 2003 Request	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
OE Funded: 1/ U.S. Direct Hire								0							0	0
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Program Funded 1/ U.S. Citizens								0							0	0
FSNs/TCNs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Direct Workforce	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

# USDH Staffing Requirements by Backstop, FY 2001 - FY 2004

Mission: USAID/Mexico, Post 523

please fill in mission name

Occupational Backstop (BS)	Number of USDH Employees in Backstop in:			
	FY 2001	FY 2002	FY 2003	FY 2004
Senior Management				
<b>SMG - 01</b>	1	1	1	1
Program Management				
<b>Program Mgt - 02</b>				
<b>Project Dvpm Officer - 94</b>	1	1	1	1
Support Management				
<b>EXO - 03</b>				
<b>Controller - 04</b>				
<b>Legal - 85</b>				
<b>Commodity Mgt. - 92</b>				
<b>Contract Mgt. - 93</b>				
Sector Management				
<b>Agriculture - 10 &amp; 14</b>				
<b>Economics - 11</b>				
<b>Democracy - 12</b>				
<b>Food for Peace - 15</b>				
<b>Private Enterprise - 21</b>				
<b>Engineering - 25</b>				
<b>Environment - 40 &amp; 75</b>				
<b>Health/Pop. - 50</b>				
<b>Education - 60</b>				
<b>Total</b>	2	2	2	2

**GDOs:** If you have a position that is currently designated a BS-12 GDO, list that position under the occupational backstop that most closely reflects the skills needed for the position.  
**RUDOs:** do not forget to include those who were in UE-funded RUDO positions.  
**remaining IDs:** list under the occupational Backstop for the work they do.

Please e-mail this worksheet in Excel to: Maribeth Zankowski@HR.PPIM@aidw and to M. Cary Kauffman@HR.PPIM@aidw as well as include it with your R4 submission.

**OPERATING EXPENSES**

<b>Org. Title: U _____</b>												
<b>Org. No: 52: _____</b>												
<b>OC</b>	<b>FY 2001 Estimate</b>			<b>FY 2002 Target</b>			<b>FY 2003 Target</b>			<b>FY 2003 Request</b>		
	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
11.1 Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1 Base Pay & pymt. for annual leave balances - FNDH	85.0		85.0	90.0		90.0	95.0		95.0			0.0
Subtotal OC 11.1	85.0	0.0	85.0	90.0	0.0	90.0	95.0	0.0	95.0	0.0	0.0	0.0
11.3 Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3 Base Pay & pymt. for annual leave balances - FNDH	0.0		0.0	0.0		0.0	0.0		0.0			0.0
Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5 Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5 USDH	0.0		0.0	0.0		0.0	0.0		0.0			0.0
11.5 FNDH	8.0		8.0	9.0		9.0	11.0		11.0			0.0
Subtotal OC 11.5	8.0	0.0	8.0	9.0	0.0	9.0	11.0	0.0	11.0	0.0	0.0	0.0
11.8 Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8 USPSC Salaries	0.0		0.0	0.0		0.0	0.0		0.0			0.0
11.8 FN PSC Salaries	115.0		115.0	120.0		120.0	125.0		125.0			0.0
11.8 IPA/Details-In/PASAs/RSSAs Salaries	0.0		0.0	0.0		0.0	0.0		0.0			0.0
Subtotal OC 11.8	115.0	0.0	115.0	120.0	0.0	120.0	125.0	0.0	125.0	0.0	0.0	0.0
12.1 Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 Educational Allowances	20.0		20.0	18.0		18.0	20.0		20.0			0.0
12.1 Cost of Living Allowances	4.0		4.0	5.0		5.0	5.0		5.0			0.0
12.1 Home Service Transfer Allowances	0.0		0.0	0.0		0.0	0.0		0.0			0.0
12.1 Quarters Allowances	0.0		0.0	0.0		0.0	0.0		0.0			0.0
12.1 Other Misc. USDH Benefits	0.0		0.0	0.0		0.0	0.0		0.0			0.0
12.1 FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 * Payments to FSN Voluntary Separation Fund - FNDH	3.0		3.0	4.0		4.0	5.0		5.0			0.0
12.1 Other FNDH Benefits	20.0		20.0	22.0		22.0	24.0		24.0			0.0
12.1 US PSC Benefits	0.0		0.0	0.0		0.0	0.0		0.0			0.0
12.1 FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 * Payments to FSN Voluntary Separation Fund - FN PSC	7.0		7.0	9.0		9.0	11.0		11.0			0.0
12.1 Other FN PSC Benefits	25.0		25.0	27.0		27.0	30.0		30.0			0.0
12.1 IPA/Detail-In/PASA/RSSA Benefits	0.0		0.0	0.0		0.0	0.0		0.0			0.0
Subtotal OC 12.1	79.0	0.0	79.0	85.0	0.0	85.0	95.0	0.0	95.0	0.0	0.0	0.0
13.0 Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0 FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0 Severance Payments for FNDH	0.0		0.0	0.0		0.0	0.0		0.0			0.0
13.0 Other Benefits for Former Personnel - FNDH	0.0		0.0	0.0		0.0	0.0		0.0			0.0

**OPERATING EXPENSES**

Org. Title: U _____													
Org. No: 52: _____													
OC		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs	0.0		0.0	0.0		0.0	0.0		0.0			0.0
13.0	Other Benefits for Former Personnel - FN PSCs	0.0		0.0	0.0		0.0	0.0		0.0			0.0
	Subtotal OC 13.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	10.0		10.0	10.0		10.0	10.0		10.0			0.0
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	2.5		2.5	0.0		0.0	0.0		0.0			0.0
21.0	Assignment to Washington Travel	2.5		2.5	0.0		0.0	0.0		0.0			0.0
21.0	Home Leave Travel	2.0		2.0	0.0		0.0	0.0		0.0			0.0
21.0	R & R Travel	0.0		0.0	0.0		0.0	0.0		0.0			0.0
21.0	Education Travel	0.0		0.0	0.0		0.0	0.0		0.0			0.0
21.0	Evacuation Travel	0.0		0.0	0.0		0.0	0.0		0.0			0.0
21.0	Retirement Travel	0.0		0.0	0.0		0.0	0.0		0.0			0.0
21.0	Pre-Employment Invitational Travel	0.0		0.0	0.0		0.0	0.0		0.0			0.0
21.0	Other Mandatory/Statutory Travel	0.0		0.0	0.0		0.0	0.0		0.0			0.0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	10.0		10.0	10.0		10.0	10.0		10.0			0.0
21.0	Site Visits - Mission Personnel	38.2		38.2	40.0		40.0	40.0		40.0			0.0
21.0	Conferences/Seminars/Meetings/Retreats	10.0		10.0	15.0		15.0	15.0		15.0			0.0
21.0	Assessment Travel	0.0		0.0	0.0		0.0	0.0		0.0			0.0
21.0	Impact Evaluation Travel	0.0		0.0	0.0		0.0	0.0		0.0			0.0
21.0	Disaster Travel (to respond to specific disasters)	0.0		0.0	0.0		0.0	0.0		0.0			0.0
21.0	Recruitment Travel	0.0		0.0	0.0		0.0	0.0		0.0			0.0
21.0	Other Operational Travel	0.0		0.0	2.0		2.0	2.0		2.0			0.0
	Subtotal OC 21.0	75.2	0.0	75.2	77.0	0.0	77.0	77.0	0.0	77.0	0.0	0.0	0.0
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	37.5		37.5	0.0		0.0	0.0		0.0			0.0
22.0	Home Leave Freight	2.0		2.0	0.0		0.0	0.0		0.0			0.0
22.0	Retirement Freight	37.5		37.5	0.0		0.0	0.0		0.0			0.0
22.0	Transportation/Freight for Office Furniture/Equip.	2.0		2.0	2.0		2.0	2.0		2.0			0.0
22.0	Transportation/Freight for Res. Furniture/Equip.	2.0		2.0	2.0		2.0	2.0		2.0			0.0
	Subtotal OC 22.0	81.0	0.0	81.0	4.0	0.0	4.0	4.0	0.0	4.0	0.0	0.0	0.0
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	0.0		0.0	0.0		0.0	0.0		0.0			0.0
23.2	Rental Payments to Others - Warehouse Space	2.0		2.0	3.0		3.0	3.0		3.0			0.0
23.2	Rental Payments to Others - Residences	70.0		70.0	70.0		70.0	72.0		72.0			0.0

**OPERATING EXPENSES**

<b>Org. Title: U _____</b>												
<b>Org. No: 52: _____</b>												
OC	FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
Subtotal OC 23.2	72.0	0.0	72.0	73.0	0.0	73.0	75.0	0.0	75.0	0.0	0.0	0.0
23.3 Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3 Office Utilities	5.0		5.0	8.0		8.0	8.0		8.0			0.0
23.3 Residential Utilities	2.0		2.0	3.0		3.0	4.0		4.0			0.0
23.3 Telephone Costs	9.0		9.0	10.0		10.0	10.0		10.0			0.0
23.3 IT Software Leases	0.0		0.0	0.0		0.0	0.0		0.0			0.0
23.3 IT Hardware Lease	0.0		0.0	0.0		0.0	0.0		0.0			0.0
23.3 Commercial Time Sharing	0.0		0.0	0.0		0.0	0.0		0.0			0.0
23.3 Postal Fees (Other than APO Mail)	2.0		2.0	3.0		3.0	3.0		3.0			0.0
23.3 Other Mail Service Costs	0.0		0.0	0.0		0.0	0.0		0.0			0.0
23.3 Courier Services	3.0		3.0	4.0		4.0	4.0		4.0			0.0
Subtotal OC 23.3	21.0	0.0	21.0	28.0	0.0	28.0	29.0	0.0	29.0	0.0	0.0	0.0
24.0 Printing and Reproduction	1.0		1.0	2.0		2.0	3.0		3.0			0.0
Subtotal OC 24.0	1.0	0.0	1.0	2.0	0.0	2.0	3.0	0.0	3.0	0.0	0.0	0.0
25.1 Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1 Studies, Analyses, & Evaluations	0.0		0.0	4.0		4.0	5.0		5.0			0.0
25.1 Management & Professional Support Services	0.0		0.0	0.0		0.0	0.0		0.0			0.0
25.1 Engineering & Technical Services	0.0		0.0	0.0		0.0	0.0		0.0			0.0
Subtotal OC 25.1	0.0	0.0	0.0	4.0	0.0	4.0	5.0	0.0	5.0	0.0	0.0	0.0
25.2 Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2 Office Security Guards	0.0		0.0	0.0		0.0	0.0		0.0			0.0
25.2 Residential Security Guard Services	0.0		0.0	0.0		0.0	0.0		0.0			0.0
25.2 Official Residential Expenses	0.0		0.0	0.0		0.0	0.0		0.0			0.0
25.2 Representation Allowances	0.4		0.4	0.4		0.4	0.4		0.4			0.0
25.2 Non-Federal Audits	0.0		0.0	0.0		0.0	0.0		0.0			0.0
25.2 Grievances/Investigations	0.0		0.0	0.0		0.0	0.0		0.0			0.0
25.2 Insurance and Vehicle Registration Fees	0.0		0.0	0.0		0.0	0.0		0.0			0.0
25.2 Vehicle Rental	0.0		0.0	0.0		0.0	0.0		0.0			0.0
25.2 Manpower Contracts	0.0		0.0	0.0		0.0	0.0		0.0			0.0
25.2 Records Declassification & Other Records Services	0.0		0.0	0.0		0.0	0.0		0.0			0.0
25.2 Recruiting activities	0.0		0.0	0.0		0.0	0.0		0.0			0.0
25.2 Penalty Interest Payments	0.0		0.0	0.0		0.0	0.0		0.0			0.0
25.2 Other Miscellaneous Services	0.0		0.0	0.0		0.0	0.0		0.0			0.0
25.2 Staff training contracts	0.0		0.0	0.0		0.0	0.0		0.0			0.0
25.2 IT related contracts	0.0		0.0	0.0		0.0	0.0		0.0			0.0
Subtotal OC 25.2	0.4	0.0	0.4	0.4	0.0	0.4	0.4	0.0	0.4	0.0	0.0	0.0

**OPERATING EXPENSES**

Org. Title: _____													
Org. No: 52: _____													
OC		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	93.0		93.0	100.0		100.0	105.0		105.0			0.0
25.3	All Other Services from Other Gov't. accounts	0.0		0.0	0.0		0.0	0.0		0.0			0.0
	Subtotal OC 25.3	93.0	0.0	93.0	100.0	0.0	100.0	105.0	0.0	105.0	0.0	0.0	0.0
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	4.0		4.0	5.0		5.0	6.0		6.0			0.0
25.4	Residential Building Maintenance	0.0		0.0	0.0		0.0	0.0		0.0			0.0
	Subtotal OC 25.4	4.0	0.0	4.0	5.0	0.0	5.0	6.0	0.0	6.0	0.0	0.0	0.0
25.6	Medical Care	0.0			0.0			0.0					
	Subtotal OC 25.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	IT and telephone operation and maintenance costs	0.0		0.0	0.0		0.0	0.0		0.0			0.0
25.7	Storage Services	0.0		0.0	0.0		0.0	0.0		0.0			0.0
25.7	Office Furniture/Equip. Repair and Maintenance	4.0		4.0	4.0		4.0	4.0		4.0			0.0
25.7	Vehicle Repair and Maintenance	4.0		4.0	4.0		4.0	4.0		4.0			0.0
25.7	Residential Furniture/Equip. Repair and Maintenance	2.0		2.0	2.0		2.0	2.0		2.0			0.0
	Subtotal OC 25.7	10.0	0.0	10.0	10.0	0.0	10.0	10.0	0.0	10.0	0.0	0.0	0.0
25.8	Subsistance & spt. of persons (by contract or Gov't.)	0.0		0.0	0.0		0.0	0.0		0.0			0.0
	Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26.0	Supplies and materials	4.0		4.0	5.0		5.0	6.0		6.0			0.0
	Subtotal OC 26.0	4.0	0.0	4.0	5.0	0.0	5.0	6.0	0.0	6.0	0.0	0.0	0.0
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	15.0		15.0	5.6		5.6	5.6		5.6			0.0
31.0	Purchase of Office Furniture/Equip.	5.0		5.0	5.0		5.0	6.0		6.0			0.0
31.0	Purchase of Vehicles	0.0		0.0	23.0		23.0	0.0		0.0			0.0
31.0	Armoring of Vehicles	0.0		0.0	10.0		10.0	0.0		0.0			0.0
31.0	Purchase of Printing/Graphics Equipment	0.0		0.0	0.0		0.0	0.0		0.0			0.0
31.0	IT Hardware purchases	8.0		8.0	8.0		8.0	10.0		10.0			0.0
31.0	IT Software purchases	3.4		3.4	6.0		6.0	8.0		8.0			0.0
	Subtotal OC 31.0	31.4	0.0	31.4	57.6	0.0	57.6	29.6	0.0	29.6	0.0	0.0	0.0
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

**OPERATING EXPENSES**

<b>Org. Title: U _____</b>												
<b>Org. No: 52: _____</b>												
OC	FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
32.0 Purchase of Land & Buildings (& bldg. construction)	0.0		0.0	0.0		0.0	0.0		0.0			0.0
32.0 Purchase of fixed equipment for buildings	0.0		0.0	0.0		0.0	0.0		0.0			0.0
32.0 Purchase of fixed security equipment for buildings	0.0		0.0	0.0		0.0	0.0		0.0			0.0
32.0 Building Renovations/Alterations - Office	0.0		0.0	0.0		0.0	0.0		0.0			0.0
32.0 Building Renovations/Alterations - Residential	0.0		0.0	0.0		0.0	0.0		0.0			0.0
Subtotal OC 32.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
42.0 Claims and indemnities	0.0		0.0	0.0		0.0	0.0		0.0			0.0
Subtotal OC 42.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL BUDGET	680.0	0.0	680.0	670.0	0.0	670.0	676.0	0.0	676.0	0.0	0.0	0.0

**Additional Mandatory Information**

<b>Dollars Used for Local Currency Purchases</b>	<u>435.0</u>		<u>440.0</u>		<u>510.0</u>	
<b>Exchange Rate Used in Computations</b>	<u>10.0</u>	_____	<u>11.0</u>	_____	<u>12.0</u>	_____

\* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.  
On that form, OE funded deposits must equal: 10.0 13.0 16.0



Organization: USAID/Mexico

Foreign National Voluntary Separation Account									
Action	FY 2001			FY 2002			FY 2003		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits	10.0	9.0	19.0	13.0	10.0	23.0	16.0	11.0	27.0
Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Local Currency Trust Funds - Regular				
	FY 2001 Estimate	FY 2002 Target	FY 2003 Target	FY 2003 Request
Balance Start of Year	0.0	0.0	0.0	0.0
Obligations	0.0	0.0	0.0	0.0
Deposits	0.0	0.0	0.0	0.0
Balance End of Year	0.0	0.0	0.0	0.0

**Exchange Rate**                      10.0                      11.0                      12.0

Local Currency Trust Funds - Real Property				
	FY 2001 Estimate	FY 2002 Target	FY 2003 Target	FY 2003 Request
Balance Start of Year	0.0	0.0	0.0	0.0
Obligations	0.0	0.0	0.0	0.0
Deposits	0.0	0.0	0.0	0.0
Balance End of Year	0.0	0.0	0.0	0.0

**Exchange Rate**                      10.0                      11.0                      12.0

## Cost of Controller Operations

Org. Title: U														
Org. No: 52:			FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
OC			Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH		0.0		0.0	0.0		0.0	0.0		0.0			0.0
	Subtotal OC 11.1		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.3	Personnel comp. - other than full-time permanent		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH		0.0		0.0	0.0		0.0	0.0		0.0			0.0
	Subtotal OC 11.3		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5	Other personnel compensation		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH		0.0		0.0	0.0		0.0	0.0		0.0			0.0
11.5	FNDH		0.0		0.0	0.0		0.0	0.0		0.0			0.0
	Subtotal OC 11.5		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.8	Special personal services payments		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries		0.0		0.0	0.0		0.0	0.0		0.0			0.0
11.8	FN PSC Salaries		25.0		25.0	27.0		27.0	30.0		30.0			0.0
11.8	IPA/Details-In/PASAs/RSSAs Salaries		0.0		0.0	0.0		0.0	0.0		0.0			0.0
	Subtotal OC 11.8		25.0	0.0	25.0	27.0	0.0	27.0	30.0	0.0	30.0	0.0	0.0	0.0
12.1	Personnel benefits		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances		0.0		0.0	0.0		0.0	0.0		0.0			0.0
12.1	Cost of Living Allowances		0.0		0.0	0.0		0.0	0.0		0.0			0.0
12.1	Home Service Transfer Allowances		0.0		0.0	0.0		0.0	0.0		0.0			0.0
12.1	Quarters Allowances		0.0		0.0	0.0		0.0	0.0		0.0			0.0
12.1	Other Misc. USDH Benefits		0.0		0.0	0.0		0.0	0.0		0.0			0.0
12.1	FNDH Benefits		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	*	Payments to FSN Voluntary Separation Fund - FNDH	0.0		0.0	0.0		0.0	0.0		0.0			0.0
12.1	Other FNDH Benefits		0.0		0.0	0.0		0.0	0.0		0.0			0.0
12.1	US PSC Benefits		0.0		0.0	0.0		0.0	0.0		0.0			0.0
12.1	FN PSC Benefits		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	*	Payments to FSN Voluntary Separation Fund - FN PSC	2.0		2.0	3.0		3.0	4.0		4.0			0.0
12.1	Other FN PSC Benefits		8.0		8.0	9.0		9.0	10.0		10.0			0.0
12.1	IPA/Detail-In/PASA/RSSA Benefits		0.0		0.0	0.0		0.0	0.0		0.0			0.0
	Subtotal OC 12.1		10.0	0.0	10.0	12.0	0.0	12.0	14.0	0.0	14.0	0.0	0.0	0.0
13.0	Benefits for former personnel		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH		0.0		0.0	0.0		0.0	0.0		0.0			0.0
13.0	Other Benefits for Former Personnel - FNDH		0.0		0.0	0.0		0.0	0.0		0.0			0.0

### Cost of Controller Operations

Org. Title: _____													
Org. No: 52: _____													
OC		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs	0.0		0.0	0.0		0.0	0.0		0.0			0.0
13.0	Other Benefits for Former Personnel - FN PSCs	0.0		0.0	0.0		0.0	0.0		0.0			0.0
	Subtotal OC 13.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	0.0		0.0	0.0		0.0	0.0		0.0			0.0
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	0.0		0.0	0.0		0.0	0.0		0.0			0.0
21.0	Assignment to Washington Travel	0.0		0.0	0.0		0.0	0.0		0.0			0.0
21.0	Home Leave Travel	0.0		0.0	0.0		0.0	0.0		0.0			0.0
21.0	R & R Travel	0.0		0.0	0.0		0.0	0.0		0.0			0.0
21.0	Education Travel	0.0		0.0	0.0		0.0	0.0		0.0			0.0
21.0	Evacuation Travel	0.0		0.0	0.0		0.0	0.0		0.0			0.0
21.0	Retirement Travel	0.0		0.0	0.0		0.0	0.0		0.0			0.0
21.0	Pre-Employment Invitational Travel	0.0		0.0	0.0		0.0	0.0		0.0			0.0
21.0	Other Mandatory/Statutory Travel	0.0		0.0	0.0		0.0	0.0		0.0			0.0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	0.0		0.0	0.0		0.0	0.0		0.0			0.0
21.0	Site Visits - Mission Personnel	20.0		20.0	24.0		24.0	25.0		25.0			0.0
21.0	Conferences/Seminars/Meetings/Retreats	0.0		0.0	0.0		0.0	0.0		0.0			0.0
21.0	Assessment Travel	0.0		0.0	0.0		0.0	0.0		0.0			0.0
21.0	Impact Evaluation Travel	0.0		0.0	0.0		0.0	0.0		0.0			0.0
21.0	Disaster Travel (to respond to specific disasters)	0.0		0.0	0.0		0.0	0.0		0.0			0.0
21.0	Recruitment Travel	0.0		0.0	0.0		0.0	0.0		0.0			0.0
21.0	Other Operational Travel	0.0		0.0	0.0		0.0	0.0		0.0			0.0
	Subtotal OC 21.0	20.0	0.0	20.0	24.0	0.0	24.0	25.0	0.0	25.0	0.0	0.0	0.0
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	0.0		0.0	0.0		0.0	0.0		0.0			0.0
22.0	Home Leave Freight	0.0		0.0	0.0		0.0	0.0		0.0			0.0
22.0	Retirement Freight	0.0		0.0	0.0		0.0	0.0		0.0			0.0
22.0	Transportation/Freight for Office Furniture/Equip.	0.0		0.0	0.0		0.0	0.0		0.0			0.0
22.0	Transportation/Freight for Res. Furniture/Equip.	0.0		0.0	0.0		0.0	0.0		0.0			0.0
	Subtotal OC 22.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	0.0		0.0	0.0		0.0	0.0		0.0			0.0
23.2	Rental Payments to Others - Warehouse Space	0.0		0.0	0.0		0.0	0.0		0.0			0.0
23.2	Rental Payments to Others - Residences	0.0		0.0	0.0		0.0	0.0		0.0			0.0

**Cost of Controller Operations**

**Org. Title:** U \_\_\_\_\_

**Org. No:** 52: \_\_\_\_\_

OC	FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
Subtotal OC 23.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.3 Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3 Office Utilities	0.0		0.0	0.0		0.0	0.0		0.0			0.0
23.3 Residential Utilities	0.0		0.0	0.0		0.0	0.0		0.0			0.0
23.3 Telephone Costs	0.0		0.0	0.0		0.0	0.0		0.0			0.0
23.3 IT Software Leases	0.0		0.0	0.0		0.0	0.0		0.0			0.0
23.3 IT Hardware Lease	0.0		0.0	0.0		0.0	0.0		0.0			0.0
23.3 Commercial Time Sharing	0.0		0.0	0.0		0.0	0.0		0.0			0.0
23.3 Postal Fees (Other than APO Mail)	0.0		0.0	0.0		0.0	0.0		0.0			0.0
23.3 Other Mail Service Costs	0.0		0.0	0.0		0.0	0.0		0.0			0.0
23.3 Courier Services	0.0		0.0	0.0		0.0	0.0		0.0			0.0
Subtotal OC 23.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
24.0 Printing and Reproduction	0.0		0.0	0.0		0.0	0.0		0.0			0.0
Subtotal OC 24.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.1 Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1 Studies, Analyses, & Evaluations	0.0		0.0	0.0		0.0	0.0		0.0			0.0
25.1 Management & Professional Support Services	0.0		0.0	0.0		0.0	0.0		0.0			0.0
25.1 Engineering & Technical Services	0.0		0.0	0.0		0.0	0.0		0.0			0.0
Subtotal OC 25.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2 Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2 Office Security Guards	0.0		0.0	0.0		0.0	0.0		0.0			0.0
25.2 Residential Security Guard Services	0.0		0.0	0.0		0.0	0.0		0.0			0.0
25.2 Official Residential Expenses	0.0		0.0	0.0		0.0	0.0		0.0			0.0
25.2 Representation Allowances	0.0		0.0	0.0		0.0	0.0		0.0			0.0
25.2 Non-Federal Audits	0.0		0.0	0.0		0.0	0.0		0.0			0.0
25.2 Grievances/Investigations	0.0		0.0	0.0		0.0	0.0		0.0			0.0
25.2 Insurance and Vehicle Registration Fees	0.0		0.0	0.0		0.0	0.0		0.0			0.0
25.2 Vehicle Rental	0.0		0.0	0.0		0.0	0.0		0.0			0.0
25.2 Manpower Contracts	0.0		0.0	0.0		0.0	0.0		0.0			0.0
25.2 Records Declassification & Other Records Services	0.0		0.0	0.0		0.0	0.0		0.0			0.0
25.2 Recruiting activities	0.0		0.0	0.0		0.0	0.0		0.0			0.0
25.2 Penalty Interest Payments	0.0		0.0	0.0		0.0	0.0		0.0			0.0
25.2 Other Miscellaneous Services	0.0		0.0	0.0		0.0	0.0		0.0			0.0
25.2 Staff training contracts	0.0		0.0	0.0		0.0	0.0		0.0			0.0
25.2 IT related contracts	0.0		0.0	0.0		0.0	0.0		0.0			0.0
Subtotal OC 25.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

### Cost of Controller Operations

Org. Title: _____													
Org. No: 52: _____													
OC		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	10.0		10.0	12.0		12.0	13.0		13.0			0.0
25.3	All Other Services from Other Gov't. accounts	0.0		0.0	0.0		0.0	0.0		0.0			0.0
	Subtotal OC 25.3	10.0	0.0	10.0	12.0	0.0	12.0	13.0	0.0	13.0	0.0	0.0	0.0
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	0.0		0.0	0.0		0.0	0.0		0.0			0.0
25.4	Residential Building Maintenance	0.0		0.0	0.0		0.0	0.0		0.0			0.0
	Subtotal OC 25.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.6	Medical Care	0.0			0.0			0.0					
	Subtotal OC 25.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	IT and telephone operation and maintenance costs	0.0		0.0	0.0		0.0	0.0		0.0			0.0
25.7	Storage Services	0.0		0.0	0.0		0.0	0.0		0.0			0.0
25.7	Office Furniture/Equip. Repair and Maintenance	0.0		0.0	0.0		0.0	0.0		0.0			0.0
25.7	Vehicle Repair and Maintenance	0.0		0.0	0.0		0.0	0.0		0.0			0.0
25.7	Residential Furniture/Equip. Repair and Maintenance	0.0		0.0	0.0		0.0	0.0		0.0			0.0
	Subtotal OC 25.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.8	Subsistance & spt. of persons (by contract or Gov't.)	0.0		0.0	0.0		0.0	0.0		0.0			0.0
	Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26.0	Supplies and materials	0.0		0.0	0.0		0.0	0.0		0.0			0.0
	Subtotal OC 26.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	0.0		0.0	0.0		0.0	0.0		0.0			0.0
31.0	Purchase of Office Furniture/Equip.	0.0		0.0	0.0		0.0	0.0		0.0			0.0
31.0	Purchase of Vehicles	0.0		0.0	0.0		0.0	0.0		0.0			0.0
31.0	Armoring of Vehicles	0.0		0.0	0.0		0.0	0.0		0.0			0.0
31.0	Purchase of Printing/Graphics Equipment	0.0		0.0	0.0		0.0	0.0		0.0			0.0
31.0	IT Hardware purchases	0.0		0.0	0.0		0.0	0.0		0.0			0.0
31.0	IT Software purchases	0.0		0.0	0.0		0.0	0.0		0.0			0.0
	Subtotal OC 31.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

## Cost of Controller Operations

Org. Title: _____		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No: 52: _____		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
32.0	Purchase of Land & Buildings (& bldg. construction)	0.0		0.0	0.0		0.0	0.0		0.0			0.0
32.0	Purchase of fixed equipment for buildings	0.0		0.0	0.0		0.0	0.0		0.0			0.0
32.0	Purchase of fixed security equipment for buildings	0.0		0.0	0.0		0.0	0.0		0.0			0.0
32.0	Building Renovations/Alterations - Office	0.0		0.0	0.0		0.0	0.0		0.0			0.0
32.0	Building Renovations/Alterations - Residential	0.0		0.0	0.0		0.0	0.0		0.0			0.0
	Subtotal OC 32.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
42.0	Claims and indemnities	0.0		0.0	0.0		0.0	0.0		0.0			0.0
	Subtotal OC 42.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL BUDGET		65.0	0.0	65.0	75.0	0.0	75.0	82.0	0.0	82.0	0.0	0.0	0.0

### Additional Mandatory Information

<b>Dollars Used for Local Currency Purchases</b>	<u>45.0</u>	<u>51.0</u>	<u>57.0</u>
<b>Exchange Rate Used in Computations</b>	<u>10.0</u>	<u>11.0</u>	<u>12.0</u>

\* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.  
On that form, OE funded deposits must equal:

## Accessing Global Bureau Services Through Field Support and Buy-Ins

Objective Name	Field Support and Buy-Ins: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)			
				FY 2002		FY 2003	
				Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau
523-002 HIV/AIDS	MEASURE II 936-3083.02	High		200,000			300,000
523-002 HIV/AIDS	IMPACT 936-3090.02	High			250,000		200,000
523-002 HIV/AIDS	Int'l HIV/AIDS Alliance II 936-3090.07	High			350,000		300,000
523-002 HIV/AIDS	MEASURE II (Monitoring & Evaluation) 936-3083.02	High			100,000		
523-002 HIV/AIDS	POLICY II 936-3078.02	High			700,000		700,000
523-006 ENV	Coastal Resrouces Management PCE-A-00-95-00030	High			500,000		
523-006 ENV	Neotropical Migratory Bird LAG-A-00-97-00022	High			50,000		
<b>GRAND TOTAL.....</b>					1,950,000		1,500,000

\* For Priorities use high, medium-high, medium, medium-low, low

**USAID Costs as ICASS Service Provider**

<b>Org. Title:</b> _____														
<b>Org. No:</b> _____														
<b>OC</b>			<b>FY 2001 Estimate</b>			<b>FY 2002 Target</b>			<b>FY 2003 Target</b>			<b>FY 2003 Request</b>		
			<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
11.1	Personnel compensation, full-time permanent		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH													
	Subtotal OC 11.1		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.3	Personnel comp. - other than full-time permanent		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH													
	Subtotal OC 11.3		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5	Other personnel compensation		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH													
11.5	FNDH													
	Subtotal OC 11.5		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.8	Special personal services payments		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries													
11.8	FN PSC Salaries													
11.8	IPA/Details-In/PASAs/RSSAs Salaries													
	Subtotal OC 11.8		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
12.1	Personnel benefits		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances													
12.1	Cost of Living Allowances													
12.1	Home Service Transfer Allowances													
12.1	Quarters Allowances													
12.1	Other Misc. USDH Benefits													
12.1	FNDH Benefits		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to FSN Voluntary Separation Fund - FNDH													
12.1	Other FNDH Benefits													
12.1	US PSC Benefits													
12.1	FN PSC Benefits		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to FSN Voluntary Separation Fund - FN PSC													
12.1	Other FN PSC Benefits													
12.1	IPA/Detail-In/PASA/RSSA Benefits													
	Subtotal OC 12.1		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
13.0	Benefits for former personnel		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH													
13.0	Other Benefits for Former Personnel - FNDH													



**USAID Costs as ICASS Service Provider**

Org. Title: _____													
Org. No: _____													
OC		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FN PSCs			0.0			0.0			0.0			0.0
	Subtotal OC 13.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel			0.0			0.0			0.0			0.0
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field			0.0			0.0			0.0			0.0
21.0	Assignment to Washington Travel			0.0			0.0			0.0			0.0
21.0	Home Leave Travel			0.0			0.0			0.0			0.0
21.0	R & R Travel			0.0			0.0			0.0			0.0
21.0	Education Travel			0.0			0.0			0.0			0.0
21.0	Evacuation Travel			0.0			0.0			0.0			0.0
21.0	Retirement Travel			0.0			0.0			0.0			0.0
21.0	Pre-Employment Invitational Travel			0.0			0.0			0.0			0.0
21.0	Other Mandatory/Statutory Travel			0.0			0.0			0.0			0.0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel			0.0			0.0			0.0			0.0
21.0	Site Visits - Mission Personnel			0.0			0.0			0.0			0.0
21.0	Conferences/Seminars/Meetings/Retreats			0.0			0.0			0.0			0.0
21.0	Assessment Travel			0.0			0.0			0.0			0.0
21.0	Impact Evaluation Travel			0.0			0.0			0.0			0.0
21.0	Disaster Travel (to respond to specific disasters)			0.0			0.0			0.0			0.0
21.0	Recruitment Travel			0.0			0.0			0.0			0.0
21.0	Other Operational Travel			0.0			0.0			0.0			0.0
	Subtotal OC 21.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight			0.0			0.0			0.0			0.0
22.0	Home Leave Freight			0.0			0.0			0.0			0.0
22.0	Retirement Freight			0.0			0.0			0.0			0.0
22.0	Transportation/Freight for Office Furniture/Equip.			0.0			0.0			0.0			0.0
22.0	Transportation/Freight for Res. Furniture/Equip.			0.0			0.0			0.0			0.0
	Subtotal OC 22.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space			0.0			0.0			0.0			0.0
23.2	Rental Payments to Others - Warehouse Space			0.0			0.0			0.0			0.0
23.2	Rental Payments to Others - Residences			0.0			0.0			0.0			0.0

**USAID Costs as ICASS Service Provider**

<b>Org. Title:</b> _____												
<b>Org. No:</b> _____												
<b>OC</b>	<b>FY 2001 Estimate</b>			<b>FY 2002 Target</b>			<b>FY 2003 Target</b>			<b>FY 2003 Request</b>		
	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
Subtotal OC 23.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.3 Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3 Office Utilities			0.0			0.0			0.0			0.0
23.3 Residential Utilities			0.0			0.0			0.0			0.0
23.3 Telephone Costs			0.0			0.0			0.0			0.0
23.3 IT Software Leases			0.0			0.0			0.0			0.0
23.3 IT Hardware Lease			0.0			0.0			0.0			0.0
23.3 Commercial Time Sharing			0.0			0.0			0.0			0.0
23.3 Postal Fees (Other than APO Mail)			0.0			0.0			0.0			0.0
23.3 Other Mail Service Costs			0.0			0.0			0.0			0.0
23.3 Courier Services			0.0			0.0			0.0			0.0
Subtotal OC 23.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
24.0 Printing and Reproduction			0.0			0.0			0.0			0.0
Subtotal OC 24.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.1 Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1 Studies, Analyses, & Evaluations			0.0			0.0			0.0			0.0
25.1 Management & Professional Support Services			0.0			0.0			0.0			0.0
25.1 Engineering & Technical Services			0.0			0.0			0.0			0.0
Subtotal OC 25.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2 Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2 Office Security Guards			0.0			0.0			0.0			0.0
25.2 Residential Security Guard Services			0.0			0.0			0.0			0.0
25.2 Official Residential Expenses			0.0			0.0			0.0			0.0
25.2 Representation Allowances			0.0			0.0			0.0			0.0
25.2 Non-Federal Audits			0.0			0.0			0.0			0.0
25.2 Grievances/Investigations			0.0			0.0			0.0			0.0
25.2 Insurance and Vehicle Registration Fees			0.0			0.0			0.0			0.0
25.2 Vehicle Rental			0.0			0.0			0.0			0.0
25.2 Manpower Contracts			0.0			0.0			0.0			0.0
25.2 Records Declassification & Other Records Services			0.0			0.0			0.0			0.0
25.2 Recruiting activities			0.0			0.0			0.0			0.0
25.2 Penalty Interest Payments			0.0			0.0			0.0			0.0
25.2 Other Miscellaneous Services			0.0			0.0			0.0			0.0
25.2 Staff training contracts			0.0			0.0			0.0			0.0
25.2 IT related contracts			0.0			0.0			0.0			0.0
Subtotal OC 25.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

**USAID Costs as ICASS Service Provider**

Org. Title: _____		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No: _____		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
OC													
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS			0.0			0.0			0.0			0.0
25.3	All Other Services from Other Gov't. accounts			0.0			0.0			0.0			0.0
	Subtotal OC 25.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance			0.0			0.0			0.0			0.0
25.4	Residential Building Maintenance			0.0			0.0			0.0			0.0
	Subtotal OC 25.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.6	Medical Care												
	Subtotal OC 25.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	IT and telephone operation and maintenance costs			0.0			0.0			0.0			0.0
25.7	Storage Services			0.0			0.0			0.0			0.0
25.7	Office Furniture/Equip. Repair and Maintenance			0.0			0.0			0.0			0.0
25.7	Vehicle Repair and Maintenance			0.0			0.0			0.0			0.0
25.7	Residential Furniture/Equip. Repair and Maintenance			0.0			0.0			0.0			0.0
	Subtotal OC 25.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.8	Subsistance & spt. of persons (by contract or Gov't.)			0.0			0.0			0.0			0.0
	Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26.0	Supplies and materials			0.0			0.0			0.0			0.0
	Subtotal OC 26.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.			0.0			0.0			0.0			0.0
31.0	Purchase of Office Furniture/Equip.			0.0			0.0			0.0			0.0
31.0	Purchase of Vehicles			0.0			0.0			0.0			0.0
31.0	Armoring of Vehicles			0.0			0.0			0.0			0.0
31.0	Purchase of Printing/Graphics Equipment			0.0			0.0			0.0			0.0
31.0	IT Hardware purchases			0.0			0.0			0.0			0.0
31.0	IT Software purchases			0.0			0.0			0.0			0.0
	Subtotal OC 31.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

## USAID Costs as ICASS Service Provider

[illegible]

Centrally funded costs

USDH Salaries/Benefits Other Centrally Fund Costs (specify)
Total Centrally Funded Costs
Total ICASS Service Provider Budget

## **Supplemental Information Annexes**

## **Information Annex Topic: Environmental Impact**

**Third Country Training and Technical Cooperation Program.** A new IEE (LAC-IEE-00-55) was filed with the BEO to serve as the obligating agent for money dispersed under this program. This IEE will be amended for FY 2002 funding.

### **Environment Management Program--Strategic Objective 1: Critical Ecosystems and Biological Resources Conserved and Strategic Objective 2: Carbon Dioxide Emissions and Pollution Reduced**

LAC IEE-98-18 is the blanket IEE that currently serves as the obligating instrument for the Mexico Environmental Management Project (No. 523-4011) for both SO1 and SO2. In FY 2000 there were no activities funded that were not encompassed by this evaluation. Two Environmental Assessments were filed under the Parks in Peril projects for infrastructure improvements that were reviewed and accepted by the BEO.

The Wildfire Prevention and Restoration Program within SO1 operates under LAC-IEE-98-48. In FY 2000, the required guidelines to support the conditional negative determination were filed with the BEO and implemented in the award of sub-grants made this year. Identified mitigations will be reported upon by sub-grantees.

### **Strategic Objective 3: More Democratic Processes Adopted in Key Government Institutions**

The Mission Director has determined that SO4 activities qualify for a categorical exclusion because there are no direct impacts on the natural and physical environment and, thus, should fall into the categories of technical assistance, training, and research. USAID/Mexico will prepare an IEE to encompass this program this year.

### **Strategic Objective 4: Enhanced quality and sustainability of HIV/AIDS/STI services in target areas**

The Mission Director has determined that SO4 activities qualify for a categorical exclusion because there are no direct impacts on the natural and physical environment and fall into the categories of technical assistance, training, and research. With guidance from LAC/DR/E, USAID/Mexico will prepare an IEE to encompass this program.

### **Strategic Objective 5: A sustainable and effective institutional capacity developed to diagnose, control and monitor tuberculosis in target areas**

A categorical exclusion under LAC-IEE-00-04 is the obligating agent for the tuberculosis program under this SO.

### **Special Objective: Microenterprise**

This special objective strategy was approved last year. The Mission director has determined that this program will qualify for a categorical exclusion because it is aimed at financial institutional strengthening and includes environmental criteria awareness training. It was the Mission's understanding that the IEE is in place for this program, but since this is not the case, USAID/Mexico will prepare this IEE with assistance for LAC/RSD/E.

## **Information Annex Topic: Updated Results Framework Annex**

**Part A. Results Framework.** Provide a listing of the Operating Unit's Current Results Framework

### **523-006 (SO1): Critical Ecosystems and Biological Resources Conserved**

IR 1.1: Management of Target Protected Areas and Other Critical Ecosystems Improved

IR 1.2: Demonstration and Implementation of Sustainable Use Activities in Biologically Important Areas

IR 1.3: Improved Policy for Conservation and Sustainable Use of Biological Resources

IR 1.4: Improved Mexican NGO and Professional Capacity for Conservation and Sustainable Use of Natural Resources

Sub IR 1.4.1: Mexican Nature Conservation Fund (FMCN) Fully Operational and Fulfilling its Environmental Mandate

### **523-007 (SO2): Carbon Dioxide Emissions and Pollution Reduced**

IR 2.1: Adoption of Resource Management Systems (RMS) and Renewable Energy Technologies and Practices in Targeted Industries and Municipalities (Replication and Continued Use of the Technologies and Practices Promoted by USAID and its Partners)

Sub IR 2.1.1: Viability of Resource Management Systems (RMS) Technologies Demonstrated at the Pilot Level

Sub IR 2.1.2: Viability Of Renewable Energy Technologies Demonstrated at the Pilot Project Level

Sub IR 2.1.3: Selected Policies in Place that Promote the Use of RMS and Renewable Energy Technologies

Sub IR 2.1.4: Improved Mexican Institutional Capacity for RMS and Renewable Energy Technologies

Sub IR 2.1.5: Financing Available for Adoption of RMS and Renewable Technologies from the Private Sector, the GOM and Other Donors (Independent of USAID Assistance)

### **523-003 (SO3): More Democratic Processes Adopted in Key Government Institutions**

IR 3.1: More Effective Local Governance in Target Areas

Sub IR 3.1.1: Increased Municipal Capacity to Deliver Services

Sub IR 3.1.2: Mechanisms for Citizen Participation Developed

Sub IR 3.1.3: Increased Availability of Information Concerning Local Government Functions and Citizen's Rights and Responsibilities

Sub IR 3.1.4: Increased Sustainability of Target CSOs

IR 3.2: Permanent Structures Strengthened to Enhance Congress' Legislative Function

Sub IR 3.2.1: Existence of a Multi-Party Process to Further Strengthen the Legislative Function

IR 3.3: More Efficient Administration of Justice in Target State Courts

Sub IR 3.3.1: Increased Access to Justice

Sub IR 3.3.2: Professionalization of Judges

### **523-002 (SO4): Enhanced Quality and Sustainability of HIV/AIDS/STI Services in Target States**

IR 4.1: Improved HIV/AIDS/STI Policy Environment at the National and Subnational Level

IR 4.2: Increased Capacity of Governmental and Non-Governmental Partners to Deliver HIV/AIDS/STI Services

### **523-008 (SO5): A Sustainable and Effective Institutional Capacity will be Developed to Diagnose, Control and Monitor Tuberculosis in Target Areas**

IR 5.1: Improved National and Local Political and Administrative Commitment to a Tuberculosis Control Program

IR 5.2: Increased Use of Laboratory-Based Diagnosis to Identify Tuberculosis Cases

IR 5.3: Improved Directly Observed Therapy Meeting Strict Case Definitions

IR 5.4: Improved Mechanisms for Monitoring Program Activities



**523-019 (SpO): To Strengthen the Institutional Base for Sustainable Growth by Supporting Mexican Initiatives**

IR 1: Increased communication and collaboration among microenterprise (ME) finance and other service providers, to define constraints to ME growth, and organize Mexican initiatives

Sub IR 1.1: Mexican objectives for strengthening the institutional foundations for microenterprise defined and action mechanisms developed

IR 2: Selected ME finance institutions' management ability strengthened, to help increase and improve credit and financial services to microenterprises

Sub IR 2.1: Feasibility of creating a new credit bureau to serve the specialized needs of MFIs determined

Sub IR 2.2: Sustainable source(s) of capitalization accessed for microenterprise

Sub IR 2.3: MFIs institutional capacity strengthened, to increase microenterprise access to credit and financial services

IR 3: Increase understanding and appreciation of the role of microenterprise in the Mexican economy

Sub IR 3.1: Study of ME needs, priorities (above subsistence level) completed

Sub IR 3.2: Relationship analyzed between ME and the need to migrate and results used to inform decisions on targeting ME resources

Sub IR 3.3: Information base developed, to educate GOM policy makers and others on the contribution of ME to Mexico's economic growth

IR 4: Models and mechanisms developed to meet the financial needs of rural microenterprise

Sub IR 4.1: Identify institutions and/or develop mechanisms to provide financial services to ME in selected rural areas

**Part B. New Indicator Reporting.** Provide a report of indicators from the Operating Unit's Performance Monitoring Plan that the Operating unit proposes to report on in next year's R4 submission which are different from the indicators currently being reported.

**\*\*This applies to on-going strategies only.** Indicators that will be used next year as part of a newly approved strategy need not be listed here.

*Please Note:* As indicated in the Cover Memo and SO narratives, USAID/Mexico is currently revising its Results Frameworks for its Energy (523-007) and Democracy (523-003) programs. As part of this process, some of the current R4 indicators may be changed. The Mission does not, however, have this indicator information at this time. In addition, the Critical Ecosystems and Biological Resources Conserved (523-006) program is reviewing some of its indicators with its partners. The conclusions of this review are not yet complete. Any changes in the R4 indicators for these SOs will be reported in next year's R4. All other indicator changes that the Mission has made this year do not involve those reported in the R4.

SO Name A Sustainable and Effective Institutional Capacity Will be Developed to Diagnose, Control and Monitor Tuberculosis in Target Areas

**Indicator Level:** Strategic Objective

Current Indicator Name: Proportion of medical facilities where tuberculosis services are provided which have 100% of the TB cases in directly observed therapy, short-course (DOTS)

Proposed Indicator Name: This indicator has been dropped. There is no replacement indicator.

	Actual	Planned
<b>Baseline Year</b>		
<b>Target 2002</b>		
<b>Target 2003</b>		

## Information Annex Topic: Global Climate Change

*Overview of Mexico and Global Climate Change:* The U.S. Government (USG) identifies Mexico as a key country in the international effort to mitigate global climate change (GCC). Mexico ranks third among developing countries in greenhouse gas (GHG) emissions; its energy demand is growing rapidly and renewable energies (other than hydropower) still do not play a significant role in Mexico's overall generating capacity. Mexico also has 34 million hectares of forest that sequester large amounts of carbon and help support its megabiodiversity. However, with one of the highest rates of deforestation in the world, the carbon dioxide (CO<sub>2</sub>) emitted by land use change accounts for one-third of Mexico's emissions.

The USAID/Mexico Environment program goals are to ensure long-term conservation of critical ecosystems (SO1) and to reduce CO<sub>2</sub> emissions and pollution from the energy sector (SO2), objectives that are in line with the GCC priorities of the USG. The Mission works primarily to strengthen the capacity of Mexican partner institutions working towards SO1 and SO2, develop demonstration projects that help reinforce the benefits of sustainable energy and land use approaches, and promote the preparation of long-term environmental protection policies.

In terms of GCC, the Mission has been preparing a framework for its activities that seeks to build upon the accomplishments of SO1 and SO2. The Mission has focused on supporting Mexico's participation in the United Nations Framework Convention on Climate Change (UNFCCC) and efforts to reduce GHG emissions. This, in turn, has generated two broad areas of cooperation with the Government of Mexico (GOM) and partner institutions. First, USAID/Mexico has been working to develop methods that will help Mexican partner institutions determine the GHG impacts of both forestry and energy sector projects. Second, USAID/Mexico has been exploring ways of strengthening the institutional mechanisms that would facilitate Mexico's participation in the UNFCCC and emissions reduction mechanisms.

*Increased Participation in the UNFCCC:* Mexico is committed to addressing GCC and participating in the UNFCCC. For example, the GOM ratified the Kyoto Protocol on September 29, 2000. This action followed several initiatives by the GOM aimed at developing a unified governmental approach to GCC. These included, for instance, how best to design and establish a National Climate Change Office and preparing the GOM's second communication to the UNFCCC that will report an updated GHG inventory. The GOM has also been working with several donors, in addition to USAID, to strengthen its ability to address GCC.

In FY 2000, USAID/Mexico continued to support an important project that integrates the Mission's environmental programs with GCC. This project incorporates key elements of the forest conservation and energy programs in Tlalpan, one of Mexico City's municipalities. The project demonstrates ways to achieve direct GCC impacts by promoting conservation and rehabilitation of a forested area; part of the project analyzes the carbon sequestration potential within Tlalpan's forested areas. The project also promoted energy efficiency, renewable energy, and pollution prevention activities consistent with local financial and technical capacity. Some of the projects that will reduce emissions of GHG may develop into full-fledged carbon offset options. This project will be highlighted in Mexico's second national communication.

Through a USAID/G/ENV sponsored training program, USAID/Mexico facilitated the participation of Mexican nationals in two important training courses aimed at helping Mexico meet its obligations under the UNFCCC. In the first course, three Mexican nationals participated in a course designed to build capacity regarding how to model, from a macroeconomic perspective, changes in the economy due to GCC. These individuals, representing three different GOM agencies (Environment, Energy, Economy), incorporated what they learned into the GOM efforts to understand the macroeconomic implications of GCC. Eight other Mexican nationals participated in a course designed to teach market approaches to environmental protection. This latter course helped these individuals and the institutions they represent, understand key elements of the flexibility mechanisms outlined in the Kyoto Protocol and may be used as the basis for developing a future course that would be taught in Mexico.

*Reduced GHG Emissions from Land Use, Forestry Activities, and Natural Resource*

*Management:* Because land use accounts for one-third of Mexico's CO<sub>2</sub> emissions, atmospheric carbon contributions from this sector can be reduced through improving how land is managed. USAID/Mexico supports forest conservation through building management capacity in critical areas throughout Mexico. The Mexico Parks-in-Peril Program has helped turn 12 areas protected on paper into real parks by working with local NGOs to ensure that properly equipped and trained managers are in place at all sites. This program helps protect more than 1.3 million hectares of forests and is part of one of the most successful conservation programs in Latin America. The Mission has adapted this management-based approach to its other sites and all areas are progressing toward levels of management necessary to support long-term conservation. Indeed, six sites directly supported by USAID/Mexico have achieved a level of management that can support the long-term sustainability of efforts to conserve their critical resources, resulting in reduced funding needs in the future. In addition, a Parks-in-Peril site has raised a \$2 million endowment fund to ensure financial sustainability of the park.

Several policies supported by USAID/Mexico and partners have helped promote conservation in FY 2000. For example, the new decree for El Ocote more than doubles the area under protected area management and an official announcement indicated the intent to expand the Ajos-Bavispe National Forest and Wildlife Refuge and reclassify it as the Mavai Biosphere Reserve.

Spurred by the 1998 wildfire disaster in Mexico, which emitted significant amounts of carbon into the atmosphere, USAID/Mexico and the GOM continued collaboration to promote activities that will mitigate future wildfires and to restore land already destroyed. FY 2000 marked three important milestones. First, the Wildfires Protection and Restoration Program (WPRP) awarded its first grants to in-country NGOs. Second, USAID and SEMARNAT sponsored the "Regional Conference on Fire and Natural Resource Management" that brought together forest experts from the United States, Mexico, Central and South America. Finally, USAID/Mexico sponsored a study assessing the carbon sequestration potential of GOM wildfire restoration efforts. This study, which analyzed restoration efforts in three different regions, provided useful insights into the possibility of designing GHG reduction forestry-sector projects.

The Mission also began an intensive effort to build capacity in Mexico for assessing the GHG impacts of forestry-sector projects. Through a USAID/G/ENV sponsored training workshop, USAID/Mexico helped five Mexican nationals learn about monitoring, evaluating, reporting,

verifying, and certifying GHG emissions reductions from forestry projects. These individuals have formed part of an informal working group established by USAID/Mexico to follow up on important ideas and projects that would address issues related to the development of carbon sequestration projects. Finally, USAID/Mexico received matching funds from USAID/G/ENV (the GCC Incentive Fund) to assess carbon sequestration project baselines at two sites in Mexico using four generally-accepted methodologies. By comparing the relative advantages and disadvantages of these methods and generating some practical lessons on the development of project baselines, this project will likely provide some insights into the global debate regarding the effectiveness of forestry-sector projects to reduce GHG emissions. This project is conducted in conjunction with a separate USEPA effort designed to gather the same information at two other sites in Latin America, thereby enriching the pool of data upon which to draw conclusions.

*Reduced GHG Emissions from the Energy Sector, Industry, and Urban Areas:* Mexico is an energy-rich country with significant petroleum reserves. Energy delivery is nationalized, with a subsidized pricing structure that provides few incentives for energy efficiency or the promotion of renewable energy sources. As a result, Mexico's energy consumption, based on its GDP, is one of the highest among industrialized countries. Mexico's energy demand is growing so rapidly (7% per year) that it is estimated that energy supply will fall short of demand within five years, jeopardizing Mexico's economic growth. Consequently, the GOM has proposed involving private capital in the generation and distribution of electricity as a way to attract foreign direct investment in the sector and to increase operational efficiencies.

To address the GOM's interest in maximizing the productive use of the increasingly limited supply of energy, the USAID/Mexico energy program promotes technically viable, cost-effective models and demonstration projects to stimulate public and private sector interest in resource management systems (RMS). These projects have demonstrated that such investments are technically sound, and pay for themselves through energy and other (e.g., pollution prevention) savings in a few months to a few years, though many businesses lack the capital for the initial investment and relatively high interest rates in the marketplace preclude many projects from being profitable in the near term. To address the financing concerns, USAID/Mexico pursued two principal activities. First, USAID/Mexico continued supporting the innovative financing approach (performance contracting) used at a brewery in Mexico that allowed for the purchase and installation of energy demand equipment at a second facility in FY 2000. Second, the Mission has been working closely with the Trust for Electrical Energy Efficiency (FIDE) to ensure that the lessons learned from this project are included in a large \$23.4 million loan from the Inter-American Development Bank designed to promote ESCO-type projects.

In FY 2000 USAID/Mexico's energy program was involved in activities designed to promote large-scale replication of energy efficiency measures. The success of USAID/Mexico's Tlalpan Project in promoting energy efficiency, as well as pollution prevention, has been confirmed and has resulted in strong interest among Government of Mexico City officials in replicating similar activities throughout the entire city. The design of that replication effort is currently underway. In addition, USAID/Mexico worked with the national oil company (Petróleos Mexicanos, or PEMEX) to develop energy efficiency auditing capacity through the training of a core group of experts within PEMEX who will then train other colleagues within the company. The long-term goal of this effort is to help PEMEX meet its aggressive energy efficiency goals.

Regarding renewable energy, the USAID/Mexico program continued its support for small-scale systems. In FY 2001 approximately 100 such systems were installed in rural areas, and they will generate more than 700,000 kilowatt-hours of electricity over their lifetimes, energy that would have otherwise been generated by fossil fuel plants. These systems also served to demonstrate the usefulness of the technology and formed the basis for a larger-scale program by the GOM financed with World Bank and Global Environment Facility (GEF) resources.

Finally, the USAID/Mexico energy program undertook an important project that will help USAID, the GOM, other donors, and the public and private sectors in Mexico determine the GHG reductions generated by energy efficiency and renewable energy projects. This project will consolidate the various methods currently being used and compare each, providing a set of guidelines for estimating these impacts that will address the existing confusion regarding which method is most accurate and/or appropriate given varying circumstances.

*Future Prospects:* Climate change is already an integral part of USAID/Mexico's country strategy. Several of the major results/indicators in both the biodiversity conservation and energy SOs contribute to the Agency's international climate change mitigation goals. In FY 2001, efforts will continue in forest conservation, wildfire prevention and land restoration, energy efficiency, and renewable energy, and will be reported under indicators for GCC. In addition, USAID/Mexico will continue to refine and implement its strategic plan to strengthen Mexico's capacity to participate effectively under the UNFCCC.

Such capacity building will include the two key elements of the USAID/Mexico GCC strategy. On the one hand, USAID/Mexico will strengthen Mexico's ability to determine the GHG impacts of energy and forestry sector projects. This will be accomplished through the completion of the two projects described above – developing carbon sequestration baselines and the energy sector GHG methodologies – and other similar types of projects. For example, USAID/Mexico is considering supporting GOM efforts to develop a thorough forest inventory that would allow for the projection of deforestation rates into the future.

Most of the new GCC-related activities for USAID/Mexico will focus on strengthening the institutional infrastructure necessary for effective participation in the UNFCCC. A variety of proposals are under consideration, including: (1) providing technical assistance to the design of Mexico's National Climate Change Office; (2) providing strategic support for the development of regulatory approaches and policies that would promote large-scale renewable energy sources; (3) assisting key stakeholders in Mexico to learn about the process for developing rules regarding the accreditation and certification of GHG emissions reductions; and (4) developing a course on market approaches for environmental protection to be given in Mexico.

At the time of this writing, many of the Mexico's priorities for GCC have not been defined due to the recent changes within the GOM. However, USAID/Mexico has already consulted and received concurrence from the new Fox Administration regarding ongoing projects, and the consultative process for developing new activities will be ongoing over the next several months, especially as the continuation of the Sixth Conference of the Parties (COP6-bis) approaches.

## **Information Annex Topic: Success Stories**

### **523-006 Critical Ecosystems and Biological Resources Conserved**

On June 5, 2000, President Zedillo declared the Xcalak National Marine Park the first community-initiated marine park in Mexico. This declaration followed years of hard work and the uninterrupted support of USAID that began when the community of Xcalak requested assistance to develop eco-tourism and a fisheries management plan for their coastal areas. Xcalak is a village of approximately 500 people located on an isolated peninsula near the Belize border in southern Quintana Roo state. The wetlands, coastal lagoons, mangroves, and forest along this coastline are fundamental to supporting the Meso American Reef—the second largest coral reef in the world. In the early 1990s, the community recognized that their fisheries were diminishing and became aware of the plans to expand the tourism development that has dominated the northern areas of this state's coast for the past thirty years to their region. The community wanted to ensure that the environment was considered in this development and that the local people gained some of the benefits.

With the assistance of Amigos de Sian Ka'an and the University of Rhode Island's Coastal Resources Center supported by USAID/Mexico and USAID/Washington, it was determined that part of the solution was to design a protected area. The proposal, submitted in 1997, called for the creation of a Marine Protected Area with an extension of over 15,000 hectares that included coral reefs in good condition and a unique geological structure (trench) that is of biological and tourist value. While nursing the proposal through the federal bureaucracy, the community began monitoring and voluntarily patrolling the park. Last year, one local fisherman caught fishing in the no-catch zone was banned from selling any fish to the local fish cooperative, the only fish market in the area. Having gained the federal recognition for their park, the community of Xcalak and USAID partners are now working to design the official Management Plan for the Marine Protected Area.

## **Information Annex Topic: Success Stories**

### **523-002 HIV/AIDS**

At the initiation of the USAID/Mexico HIV/AIDS strategy in 1998, and in collaboration with Mexico's National Center for the Prevention of HIV/AIDS (CONASIDA), the Policy Project developed a pilot strategic planning program to foster the development of multisectoral planning groups for HIV/AIDS in target states in Mexico. The program employed a participatory methodology for multisectoral strategic planning at the state level in the context of a decentralized health sector. Decentralization of the health sector provides Mexico's states with the opportunity for improved targeting of financial resources according to local needs, but it also carries the risk that local policymakers will decide not to provide sufficient support for HIV/AIDS programs in the state.

The Policy team worked closely with both public and private sector organizations to promote enhanced participation in the planning process and include continued assistance to the planning groups after their formation. The strategy focused on forming groups composed of a broad range of organizations working in HIV/AIDS, and working with them to develop an integrated strategic plan for HIV/AIDS addressing the needs of their state's populations. Important results are being achieved in several states, and are reported in the R4 narrative.

In all activities, USAID/Mexico and Policy take into consideration changes in Mexico's political climate. The democratic election of Vicente Fox in December 2000, and the transition of power to a new, more conservative regime after approximately 65 years of PRI rule, alerted us to a potential need to seek out members of the new administration, assess their positions and attitudes towards STIs and HIV/AIDS, and advocate for their support.

The new government is currently working on a national strategic plan for the period 2001-2005, and inviting citizen participation and feedback in the process. Similarly, each agency within the government is required to elaborate its own plan for its specific area. The agency plans will then be incorporated within the national plan.

The HIV/AIDS SO was pleased that the government called upon the Policy team to assist in strategy planning. Due to Policy's experience and success in facilitating and guiding participatory strategic planning activities in the Mexican states, the Policy Project Local Advisor was asked by CONASIDA to facilitate its strategic planning process which is currently underway. This is not only recognition of Policy's strong performance in multisectoral strategic planning at the state level, but also an important opportunity for Policy to collaborate with the national program on an effective strategy for HIV/AIDS in Mexico over the next five years.



## **Information Annex Topic: Success Stories**

### **523-007 Carbon Dioxide Emissions and Pollution Reduced**

**Environmental Management Systems in the Municipality of Tlalpan:** As a result of the implementation of the first USAID-funded GCC-oriented project in Mexico in the municipality of Tlalpan during FY 1998 – FY 2000, the Secretary of Environment of the Government of Mexico City has agreed to implement an Environmental Management System (EMS) program in seven other ministries within Mexico City. This EMS program has been designed to promote energy efficiency, water savings, waste reduction, pollution prevention, recycling, and green procurement policies. With 18 million people in its metropolitan area, Mexico City is one of the largest cities in the world. The impact of this program is therefore expected to be tremendous.

**Transformation of the Industrial Motors Market in Mexico in a Period of 5 Years:** In a collaborative effort between USAID/Mexico and Electric Savings Trust-Fund (FIDE) initiated in 1996, the first pilot project for substituting standard motors for high efficiency motors in 20 industries was launched with positive results. A key result from USAID-FIDE high-efficiency motors project has been the market transformation that the 1996-initiated pilot project has sparked. By calendar year 2001, only horizontal tri-phasic high efficiency motors will be produced in Mexico by the manufacturing firms participating in the FIDE national incentive program. Around 150,000 high efficiency motors will be produced and sold in the Mexican industrial market every year. This accomplishment is strong testimony to the effectiveness of the USAID energy program in Mexico. In five years, the implementation of this collaborative effort has profound and lasting influence on the Mexico's industrial motors market.

**Development of a Training Program with Petróleos Mexicanos (PEMEX):** USAID-funded assistance has helped create a core of highly professional public and private institutions. USAID has helped generate demand for energy efficient, renewable energy, and EMS technologies. PEMEX asked USAID to design and pilot-test a course in energy efficient technologies for senior technical managers. PEMEX' leadership is enthusiastically committed to carrying out an extensive train-the-trainers program, to introduce energy efficient and non-polluting systems in PEMEX facilities nation-wide. This will impact positively in local/regional ecosystems where PEMEX facilities are located and, in general, for Mexico's environment. This collaboration is opening one of the most closed sectors in Mexico, the oil sector, will provide important opportunities for reducing huge amounts of CO<sub>2</sub>, and will increase trade development between the United States and Mexico in this strategic sector.

**Gender and Energy Panel at the International Solar Forum 2000 in Mexico City:** In September 2000, USAID's Mexico Renewable Energy Program subcontractor, Winrock, organized and facilitated a panel on gender and sustainable energy as part of the International Solar Energy Society and the Mexican Solar Energy Society's Millenium Foro Solar 2000, held in Mexico City. This was one of the few times that gender and energy have formed part of the official agenda of an ISES conference. Discussions centered on gender and its relevance to energy-related development needs. A significant outcome of the panel was a commitment by FIRCO (Shared-Risk Trust-Fund, a USAID Mexican partner) to develop a program focused on increasing women's involvement in renewable energy for micro-irrigation of community garden plots. Winrock is working with FIRCO to follow up on this commitment in Mexico.

## Information Annex Topic: Supplemental Information

### Annex 1: 523-007 Carbon Dioxide Emissions and Pollution Reduced Institutional Strengthening Index and baseline values for 523-007 (SO2) Institutional Index

The 5 pre-specified categories are: 1) Leadership; 2) Programs; 3) Human Resources; 4) Financial Resources, and 5) Communications.

The system for evaluating the five pre-specified categories are:

- 1) 1-3 points: Training activities are urgent. Partner organizations' achievements are minimal and are inconsistent with its missions' expectations.
- 2) 4 - 7 points: Training is clearly needed to help partner organizations to better define their strengths and weaknesses.
- 3) 8-10 points: Minimal assistance needed. Partner organization has achieved significant results and has a solid organizational structure. Periodic evaluation processes have been adopted. Clear willingness for training activities are incorporated into an institutional strengthening program. At this level, the partner organization could be an excellent ally in assisting other institutions.

#### FY 2000 Scores for USAID/Mexico's Primary 523-007 (SO2) Partners

Category	Institution				
	FIDE	CONAE	ATPAE	CMPL	FIRCO
Leadership	10	8	7	9	8
Programs	9	9	7	8	10
Human Resources	9	8	6	8	7
Financial Resources	10	8	6	7	10
Communications	8	10	8	8	6

## **Information Annex Topic: Supplemental Information**

### **Annex 2: 523-007 Carbon Dioxide Emissions and Pollution Reduced**

#### **Environmental Management Systems at Delegación Tlalpan**

As a result of the implementation of the first USAID-funded GCC-oriented project in Mexico at Delegación Tlalpan during FY 1998 – FY 2000, the Secretary of Environment (SOE) of the Government of Mexico City (GMC) has agreed to implement an Environmental Management System (EMS) program in seven other ministries within the GMC. This EMS program has been designed to promote energy efficiency, water savings, waste reduction, pollution prevention, recycling, and green procurement policies. With 18 million people in its metropolitan area, Mexico City is one of the largest cities in the world. The impact of this program is therefore expected to be tremendous. A Memorandum of Understanding is currently being reviewed and will soon be signed. Children and elderly people would be the groups anticipated to benefit the most from this program.

#### **Transformation of Industrial Motors Market in Mexico in a Period of 5 Years**

In a collaborative effort between USAID/Mexico and Electric Savings Trust-Fund (FIDE) initiated in 1996, the first pilot project for substituting standard motors for high efficiency motors (HEM) in 20 industries was launched with positive results. The Energy Efficiency Project (EEP), a joint USAID/Mexico - Global Bureau (G/ENV/EET) project, served as the contracting mechanism for this program. The pilot project closed in 1998 with important results and recommendations for substituting standard motors for high efficiency motors.

FIDE, in turn, used this project as a model to design and initiate its national incentive program to replicate the massive use of HEM in Mexico. The incentive program included the installation of 1,500 high efficiency compressors (HEC); 6.1 million of compact fluorescent lamps (CFL); and 3,000 public lighting lamps. Several HEM, HEC, and CFL manufacturing firms participated in this large-scale program as commercial allies to FIDE. As of January 2001, 17,000 HEM, 4.4 million compact fluorescent lamps, 900 HEC, and 1.8 million public lighting lamps have been sold through this incentive program.

One of the main objectives of the 1996 USAID and FIDE collaboration was to influence the transformation of the Mexican industrial motors market. According to the 1999 National Energy Balance, the industrial sector is the largest consumer of energy in Mexico, making up 34% of total consumption. Within the industrial sector, motors are the largest source of the energy demand, with 60%. The potential for reducing this energy consumption, saving energy and mitigating environmental impacts through substitution of standard motors for HEM, is significant.

A key result from USAID-FIDE high-efficiency motors (HEM) project has been the market transformation initiated in 1996 with the pilot project. In calendar year 2001, only horizontal tri-phasic HEM will be produced in Mexico by the manufacturing firms participating in the FIDE national incentive program. Around 150,000 HEM will be produced and sold in the Mexican industrial market every year. This accomplishment demonstrates the effectiveness of the USAID

energy program in Mexico. In five years, the implementation of the collaborative effort has shown the program's influence on the Mexican industrial motors market.

### **Development of a Training Program with Petróleos Mexicanos (PEMEX)**

USAID-funded assistance has helped create a core of highly professional public and private institutions. USAID has helped generate demand for energy efficient, renewable energy, and EMS technologies. The new Fox administration is serious about promoting energy efficiency, renewable energy, and cleaner production. PEMEX asked USAID to design and pilot-test a course in energy efficient technologies for senior technical managers. PEMEX leadership is enthusiastically committed to carrying out an extensive train-the-trainers program, to introduce energy efficient and non-polluting systems in PEMEX facilities nation-wide. This will impact positively in local/regional ecosystems where PEMEX facilities are located and in general for the Mexican environment.

This collaboration is opening one of the most closed sectors in Mexico, the oil sector, and will provide important opportunities for reducing huge amounts of CO<sub>2</sub> and increase trade development between the United States and Mexico in this strategic sector. A series of 6-week train-the-trainer courses for energy auditors in PEMEX have been designed and the two first courses and audit reports at the Nuevo PEMEX Processor Gas Center and the Minatitlán Refinery have been completed. Two other courses applying the same methodology, will be implemented at an exploration platform and at a petrochemical center in the coming four months. The program will be complemented with the inclusion of two key activities: (1) the design of a couple of courses focused on evaluation of energy efficiency measures recommended through the first four energy audit courses and, (2) the association of top management PEMEX officials and U.S. oil firms officials to share experiences and knowledge of energy efficiency technologies. These two activities will be implemented during the second and third quarter of 2001.

### **Relevant Achievements in Promoting Policy Reforms for Energy Efficiency, Pollution Prevention and Renewable Energy Technologies Use**

Significant progress was made in promoting policy reforms in these key USAID/Mexico Energy Programs. USAID supported Mexican energy authorities and private sector institutions in the following policy activities: (1) assisting the Mexican Center for Cleaner Production (CMP+L) and Association of Professionals and Technicians for Energy Applications (ATPAE) in initiating contacts and meetings with environmental/energy committees in the Congress; (2) work with National Ecology Institute's (INE) Environmental Regulation Director on the proposal to modify the "Ley de Impuesto sobre la Renta" (Rent Tax Law), to promote integration of pollution prevention equipment in Mexican industry; (3) draft of report to update the information regarding water and wastewater legislation in the Mexico City region; (4) support to CMP+L in the development of statutes of the newly formed Mexican Pollution Prevention Roundtable, a tri-national Mexico, U.S., and Canada mechanism to promote PP policies and programs; (5) visit on the part of National Association of Solar Energy (ANES) and the International Solar Energy Society (ISES) to the President of Mexico to present a proposal to fully integrate RE into the nation's energy strategy and policy; (6) start of Oaxaca state government and SENER initiative to promote wind farms development in the isthmus of Tehuantepec, one of the regions in the world with the highest wind speeds and power generation potential (USAID's comments proposing

ways to fund wind farms development through incentive mechanisms and World Bank-GEF funding were adopted by Mexican energy authorities); (7) completion and favorable receipt of document for a proposal to the World Bank for a \$10 million Off-Grid Pilot Electrification Project; (8) work with SEMARNAT to identify protected areas where RE program could be expanded; and (9) start of FIRCO installation of 1,200 RE systems.

### **USAID Collaborates with Mexico on Documentation to Support Electric Sector Development**

The restructuring of the Mexican electrical sector has not yet been completed. The new Fox Administration is willing to devote political efforts for restructuring the sector. If a new law for restructuring the sector is enacted, more realistic pricing policies and more efficient management could transform the Mexican energy sector, impacting the USAID/Mexico's Energy program positively.

Together with environmental and electric sector agencies in Mexico, USAID is working to support the development of electric generation and transmission projects that will expand the electricity supply in Mexico and increase trade in electricity with the U.S. With the completion of the Handbook on Legal Issues in the Development of Generation and Transmission Projects in Mexico, and its companion Handbook on Environmental Permitting for Electric Generation and Transmission Projects in Mexico, developers and investors active in Mexico's electric sector will have two tools to assist them in the project development and permitting process.

### **Collaboration with PEMEX to Reduce Greenhouse Gas Emissions from Refinery in Mexico**

The USAID Center for Environment and USAID/Mexico are collaborating with PEMEX and the Instituto de Investigaciones Eléctricas (IIE) to accelerate transfer of environmental control technologies by demonstrating innovative combustion technology at the Francisco I. Madero Refinery. The project is developing a strategy capable of improving the efficiency of PEMEX's power stations while reducing greenhouse gas emissions and other harmful emissions.

USAID will achieve its goal of environmental improvement and mitigating greenhouse gas emissions by leveraging private and public sector funds, encouraging Mexico-U.S. and public-private partnerships, and introducing technologies that foster sustainable development.